



SEVEN YEARS

Scott Adams' Guided Tour of the Evolution of

DILBERT

BY SCOTT ADAMS

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Yeah, yeah it's for Pam.

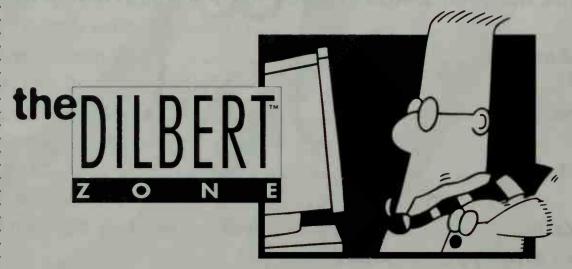
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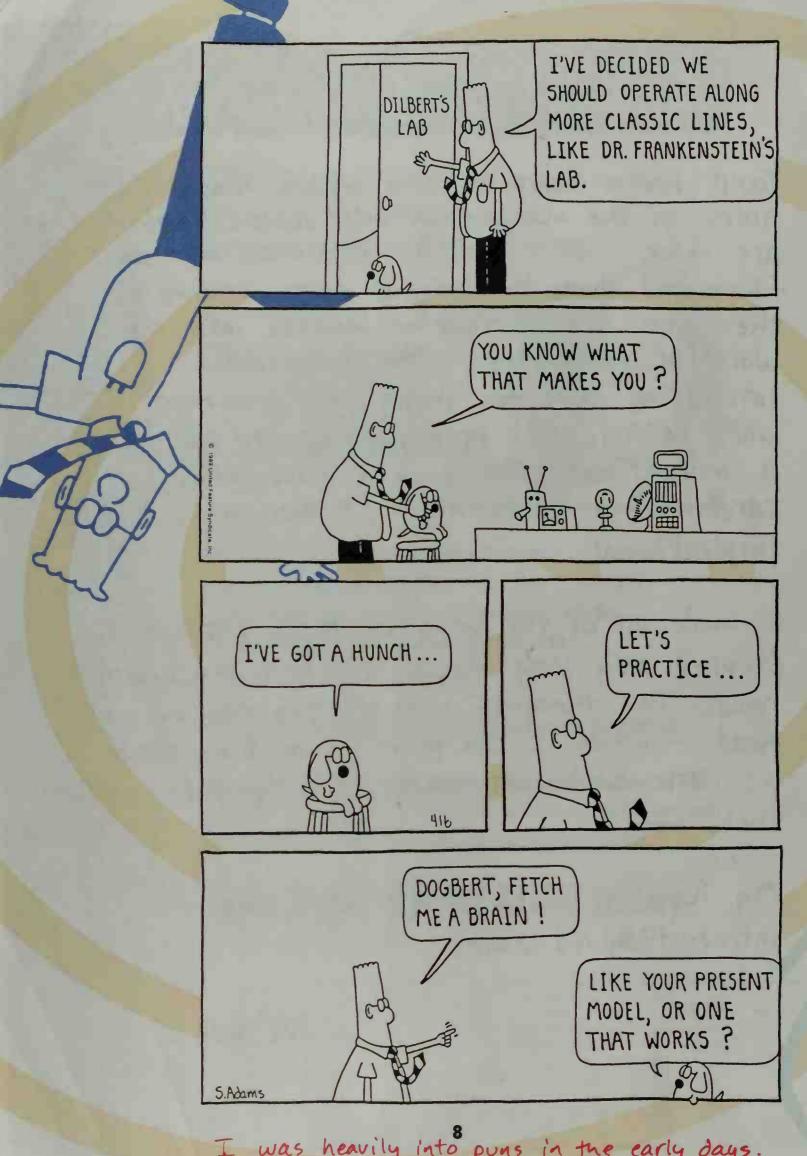
Introduction

You'll see a bunch of semi-legible, handwritten notes in the margins of this book. Those are mine. It's best to read each cartoon first and then the related note. Some of the notes are fascinating insights into the world of cartooning. Other notes are interesting only for their poor grammar and spelling, thus proving that you can be a moron and still have a successful career as a cartoonist. Either way, it's inspirational.

I made all of the notes in three sittings. I stopped only long enough to rest my weary hand. The thoughts are off the top of my head — which I can prove — because there's a little bald spot where the thoughts took off.

My hand is weary. That means the introduction is done.

ScottAdams



I was heavily into puns in the early days.

Dilbert was a doodle long before he had a name. He was a composite of my co-workers at Crocker Bank and later Pacific Bell. I worked with a lot of technical people and noticed that many of them had potato-shaped bodies and glasses. When I morphed them together in my brain they became Dilbert. I suppose I doodled the technical people more than other people because they seemed more interesting to me, both in personality and in appearance.

I'm often asked why Dilbert has no mouth and why his necktie curls up. The truth is that I don't know. The best answer I can give is that "it looks right." As a doodle, he was never drawn exactly the same. There were times in his doodle-days when he had a mouth and a flat tie. His body and head shape have changed gradually. He even had visible eyes once. In time I developed a preference for what "looked right" with him. It would be easy to interpret his lack of mouth and his uncontrolled necktie as symbols of his powerlessness, but I can't claim to be that clever. All I know is that I like him drawn that way.

I drew the little pre-Dilbert character to add interest to my own presentations at work. Sometimes I'd draw rebellious cartoons on the whiteboard of my cubicle for the amusement of my coworkers. People started wondering what his name was. It seemed appropriate to give him one. So I had a "Name the Nerd" contest on my whiteboard and invited people to write their suggestions below his picture.

Several people wrote in their suggestions, but none of them seemed right. Then a truly strange thing happened. My friend

Mike Goodwin stopped by to tell me he had the name. He picked up the erasable marker and wrote "Dilbert."

I ended the contest immediately and declared Mike the winner.

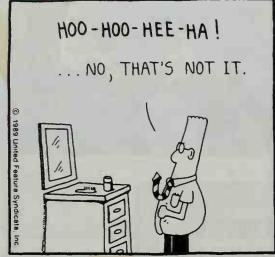
The strange thing is that there was a real sense of destiny about that moment. It didn't feel like Dilbert was being given a name, it felt like I was finding out what his name already was. I can't explain the feeling exactly, except that I knew it was important even then. It was a rare moment of complete clarity, when I knew I was in exactly the right place at the right time.

Much later, after Dilbert became syndicated, Mike realized how he had probably come up with the name. Mike's father had been a navy aviator during World War II and Mike still had some of his old navy documents and publications. In them were some cartoons that were well known to navy pilots of that period—cartoons about an incompe-

by a cartoonist named Osborn, appeared in single panel cartoons used to demonstrate what a pilot should never do by showing what happened when Dilbert did them all.

Had I known about the navy Dilbert cartoons I would have changed the name of mine, but it was too late by that point, happily. I'm glad to carry on the Dilbert tradition, albeit accidentally.

at Home with Dogbert



DO YOU SUPPOSE OTHER
PEOPLE PRACTICE
LAUGHING WHEN THEY'RE
ALONE?

OF COURSE.

TIME FOR
YOUR
SNEEZING
DRILL.

A-27 S.Adams

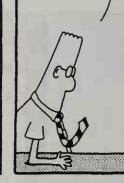
At first, Dogbert was the voice of Dilbert's insecurities.



I ONCE READ THAT GIVEN INFINITE TIME, A THOUSAND MONKEYS WITH TYPEWRITERS WOULD EVENTUALLY WRITE THE ENTIRE WORKS OF SHAKESPEARE.



BUT WHAT ABOUT MY POEM ?



THREE MONKEYS, TEN MINUTES.



DO YOU LIKE MY
NEW CLIP-ON
NECKTIE?

IT'S VERY NICE. GOOD
COLORS. NICE PATTERN.
WHY, WITH A TIE LIKE
THAT, DON'T BE SURPRISED
IF YOU GET AN OFFER TO
POSE FOR GQ MAGAZINE!



I THINK YOU CROSSED
THAT FINE LINE BETWEEN
POLITE LYING AND
OUTRIGHT SARCASM.

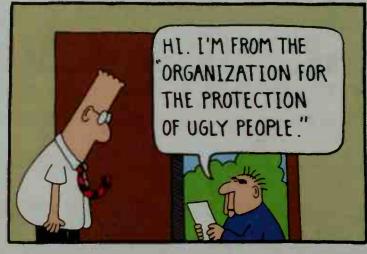


THE MOMENTUM CARRIED ME.

Dogbert's legs were tiny in the beginning.

DILBERT® By 5cett Adams







WE ARE DEDICATED TO ELIMINATING THE STEREOTYPE OF UGLY PEOPLE AS "SMART" AND "NICE."

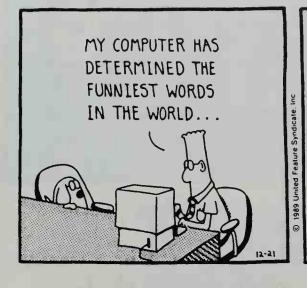
OKAY, I'LL MAKE A DONATION.





1-21

why are homely people discriminated against? we're the majority!



THEY INCLUDE CHAINSAW,
WEASEL, PRUNE AND
ANY REFERENCE TO
"GILLIGAN'S ISLAND."

NOW I CAN
MAKE MY
OWN JOKES!

... 50 THEN THE SKIPPER GETS ATTACKED BY THIS PRUNE-EATING WEASEL WITH A CHAINSAW...



I shouldn't give away my secrets ... to you weasels.



DON'T BE SILLY. YOU AREN'T LOSING YOUR HAIR.



I'M NOT? OH, GOOD.



HOW COULD YOU POSSIBLY LOSE THESE HUGE



This joke was inspired by a friend who said his house "overlooked a mountain." It's the same pattern. How can you overlook a mountain? They're huge.



MUST BE MORNING ...

IS THIS A WORK DAY?

DO I HAVE A JOB?...

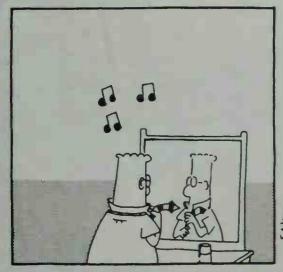
IS IT WORTH GETTING

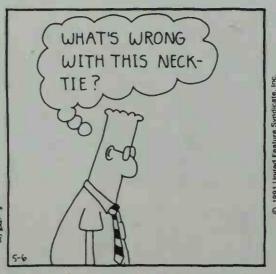
UP FOR?

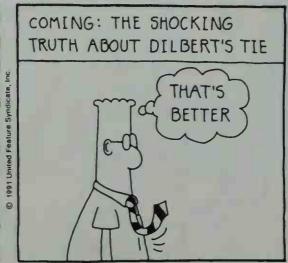
"MORNING AMNESIA": NATURE'S WAY OF KEEPING YOU FROM



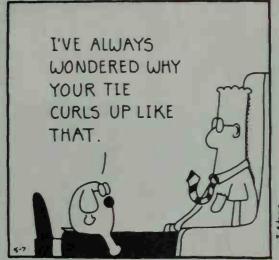
I have morning amnesia. I go through this whole routine perery day.

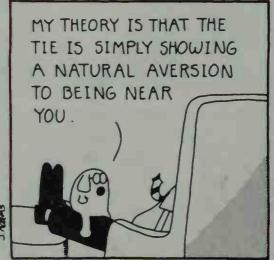






So many people asked why Dilbert's tie points up that I decided to answer the mystery...

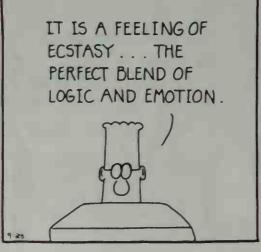






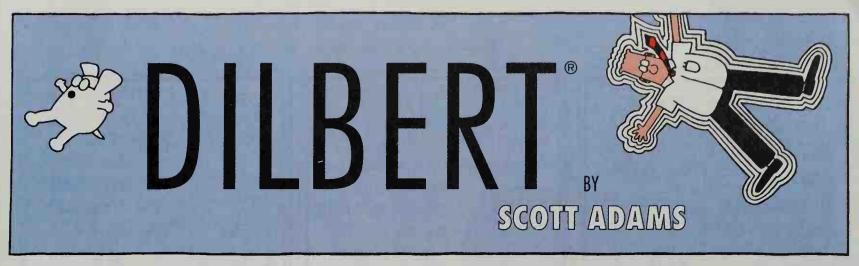
Then I realized I don't know why the tie points up myself. I left it a mystery.







invented the word "Nerdvana" based on 14 my own computer bliss.

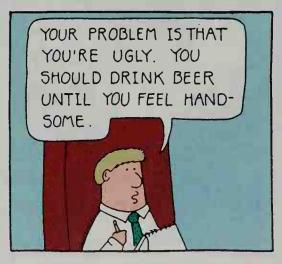


















This was part of my early obsession with people who are bad at their jobs.



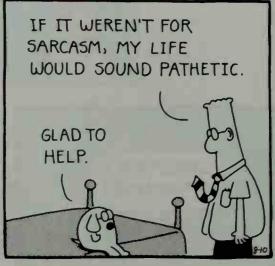




Dogbert allows me to have the conversations that happen in my head also happen in Dilbert's house.



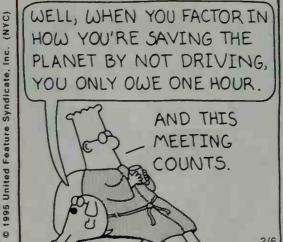
TODAY, BOLD MEMOS WILL
BE WRITTEN, DANGEROUS
MEETINGS WILL BE
ATTENDED, AND MANY
A PHOTOCOPIED IMAGE
WILL BE CAPTURED FOR
ETERNITY.



I had a boss who always talked in dangerous, war metaphors. It seemed so out of place.



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



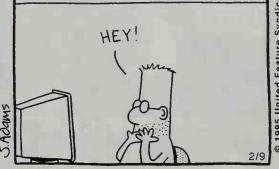
Dogbert is the perfect character to answer any ethical question.

Why do beards stop at the neck? I spend a lot of time wondering that.

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



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

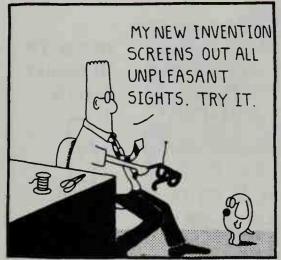


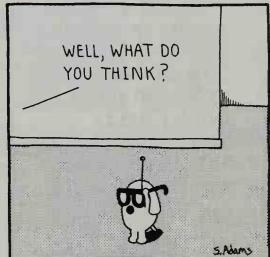
I CALL A MEETING TO DISCUSS THE ISSUE BUT ATTENDANCE IS LOW.

ISSUE ONE: MONKEY BEARDS.

LET'S GO
AROUND THE
TABLE AND
INTRODUCE
OURSELVES.

.. and Technology





WHO SAID
THAT?

THE HAND THAT
USED TO FEED
YOU.

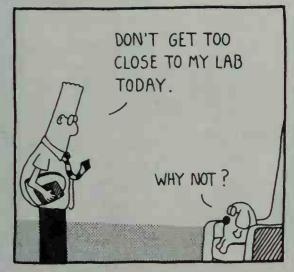
Every invention has a non-obvious down side.

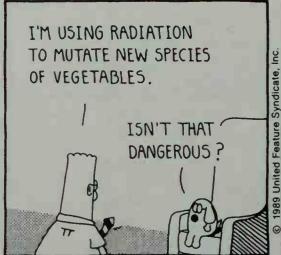


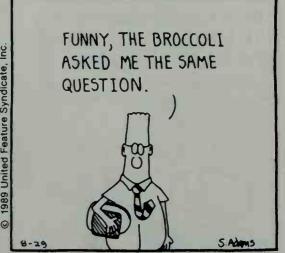




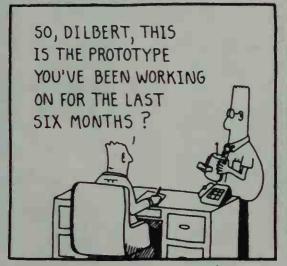
C Loosely based on my 17 lawyer, who hasn't Sued me yet.

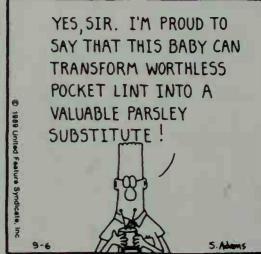


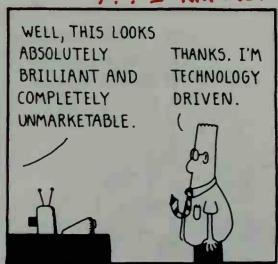




Broccoli is a funny word. Watch this: "Hey, there's a weasel eating my broccoli!" HA HA HA!

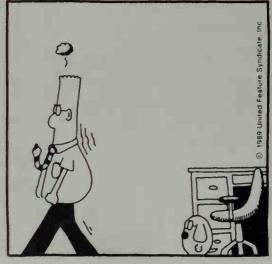






I was working in a high-tech research department when I wrote this. We would have been lucky to have that parsley invention.



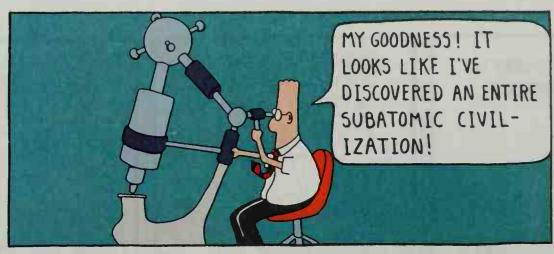




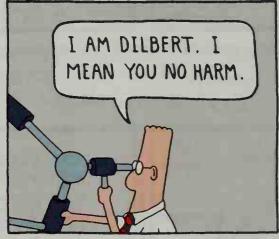
this is an old joke that

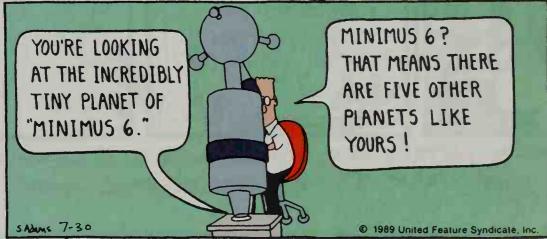
18 I cleverly modernized by

adding the word "stealth."









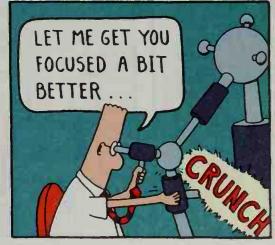
line very funny. I don't know

For some

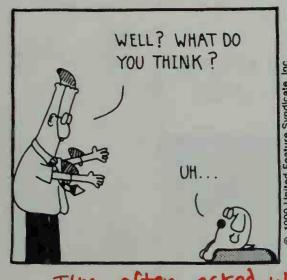
reason, I

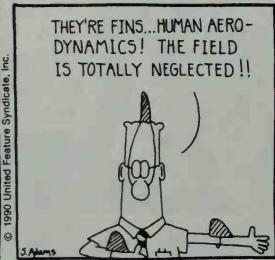
find this

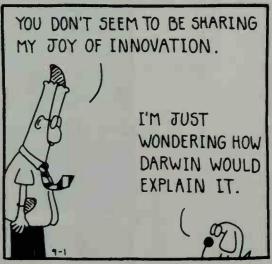
why.









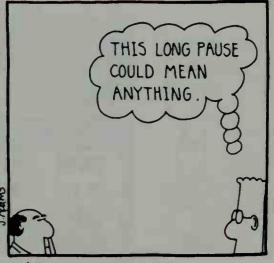


I'm often asked what happens when I can't think of anything funny. The fin joke is a good example. What the hell was I thinking?

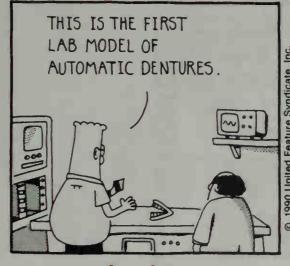


YOUR BIGGEST
ACCOMPLISHMENT
WAS THE INVENTION
OF AUTOMATIC
DENTURES?

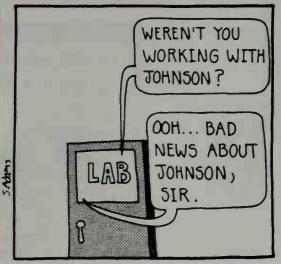
THEY CAN
EAT WHILE
YOU'RE
ASLEEP.



I had many performance reviews where it was not obvious what value I had created that year.



YOU CAN PROGRAM
THEM TO EAT A
MEAT LOAF FOR
YOU WHILE YOU
SLEEP ... QUITE
A LITTLE TIME
SAVER.



I prefer jokes where the visuals are in your head, so I don't have to draw 20 anything complicated. How do you draw a denture attack?

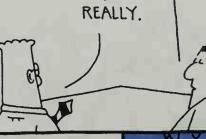


IT WAS THE FINAL TEST OF THE AUTOMATIC DENTURES...
WILLY WASN'T WEARING
HIS PROTECTIVE CORN-ONTHE-COB JACKET...

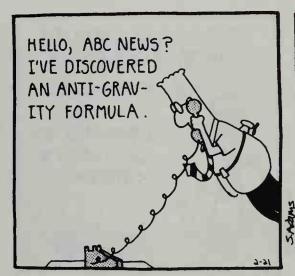


DID YOU NOTICE ANYTHING UNUSUAL?

NO, NOT



I think I have killed off more characters than any other cartoonist.



WHAT?! IT'S NOT NEWSWORTHY?!

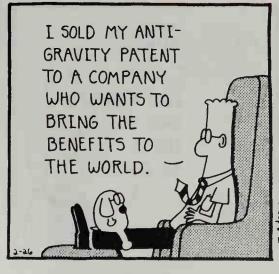
TELL HIM IT LETS
YOU LOSE WEIGHT
WITHOUT EXERCISING.

ISN'T THAT MISLEADING AND UNETHICAL?



THERE'S A FINE LINE BETWEEN MARKETING AND GRAND THEFT.

Have you ever wondered what makes something "news"?





GET THE PATENTED
"DILBERT ANTIGRAVITY BEAUTY
FORMULA!"

YOU MUST BE 50 PROUD.



I was sure my editor would put the boot on this Cartoon, 21 but she didn't.



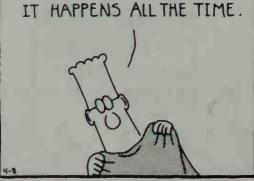




I thought the android would become a regular, but he wasn't as interesting as I'd hoped.



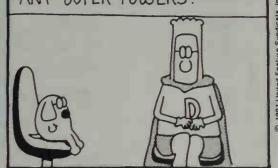
YOU NEVER KNOW WHEN YOU MIGHT ACCIDENTALLY ACQUIRE SUPER POWERS. IT HAPPENS ALL THE TIME.



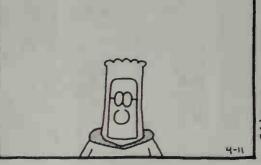
THIS WAY, MY IDENTITY CAN REMAIN A SECRET. I SUDDENLY SEE WHY THAT'S 50 IMPORTANT.

Have you ever squinted to see if may be you x-ray vision. Admit it!

BITTEN BY A RADIOACTIVE DUNG BEETLE, DILBERT WAITS TO SEE IF HE WILL ACQUIRE ANY SUPER POWERS.

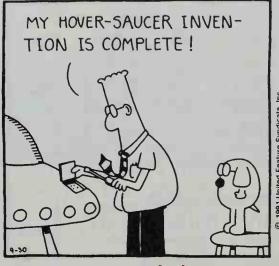


BUT WHAT KIND OF POWERS COULD YOU GET FROM A BUG WHO LIVES IN DUNG ?



FEEL ANYTHING YET? JUST A WICKED URGE TO ENTER POLITICS.

This is why I'm not a political cartoonist.



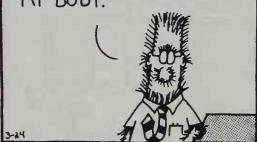
IT HAS ENOUGH ADVANCED WEAPONRY TO DESTROY A SMALL COUNTRY.

I HOPE IT DOESN'T FALL INTO THE WRONG HANDS. (PAWS)

screwdrivers are the only tools I can draw.



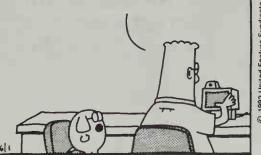
IN RETROSPECT, I SHOULD HAVE TESTED IT ON MY SCALP INSTEAD OF RUBBING IT ALL OVER MY BODY.



seem obsessed with hair?



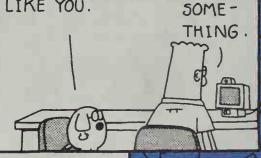
NOW WE WAIT FOR SOME-BODY ELSE TO BUY A COMPATIBLE VIDEO PHONE AND CALL US.



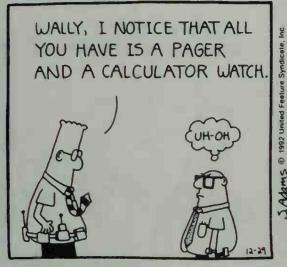
THE AMAZING THING IS THAT SOCIETY COULDN'T ADVANCE I THINK WITHOUT PEOPLE I SAW LIKE YOU.

HINDSIGHT...

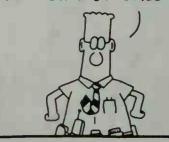
YEAH ...



I actually have an Intel Video phone now. I'm waiting for someone 23 to call.



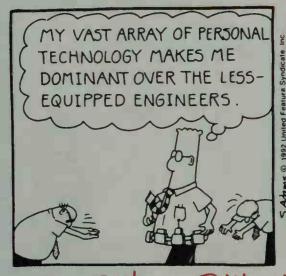
THAT'S PATHETIC COMPARED TO MY VAST ARRAY OF PERSONAL ELECTRONICS. DO YOU YIELD TO MY TECHNICAL SUPERIORITY?



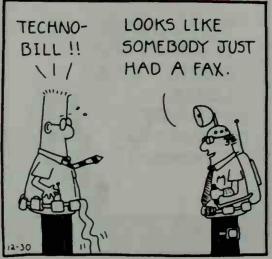
WHEN A MALE ENGINEER
CHALLENGES ANOTHER FOR
DOMINANCE OF THE PACK,
THERE IS A BRIEF RITUALISTIC BATTLE RARELY
SEEN BY OUTSIDERS.



I had a calculator watch once. I replaced it with a watch that has a TV remote control built in (really)



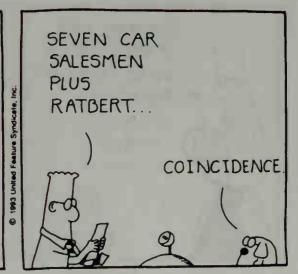
I AM SUPERIOR TO
THEM ALL ... WITH
THE POSSIBLE EXCEPTION
OF ...



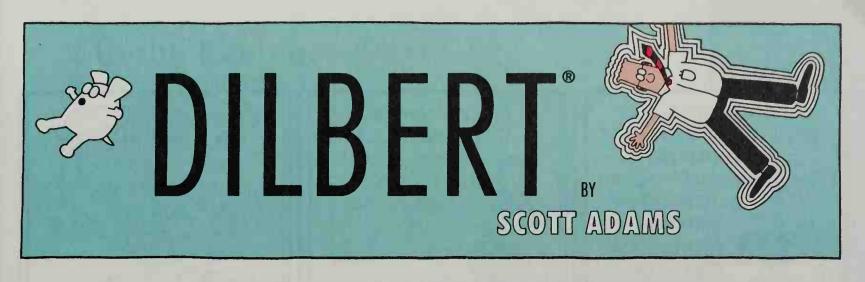
Techno-Bill is the most popular bit player I've ever introduced.

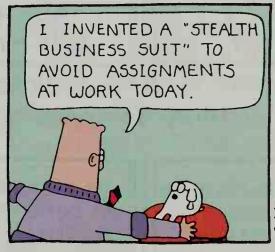


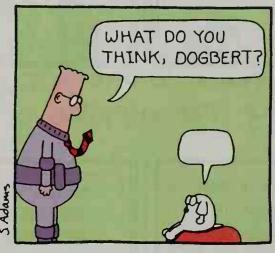
SO... THESE ARE THE BRAVE PEOPLE WHOSE LIVES WILL DEPEND ON MY ABILITY TO ENGINEER A BALANCED ECOLOGY.



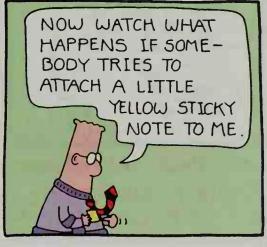
I'm an open-minded guy, but I do hate car Salesmen. Does it show?

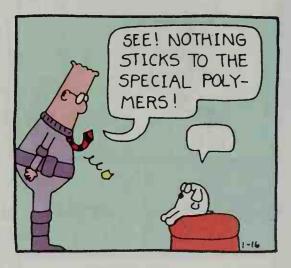










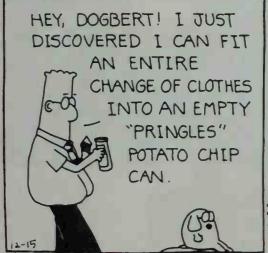








I think I know some people uho own these suits already.







This happens to me - I have a great idea and then I make the mistake of telling someone else.

I NEED A NAME FOR MY NEW TUBULAR LUGGAGE INVENTION.



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



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



You might laugh at this invention, but I'm told that service people roll their clothes to prevent wrinkles when they pack. It could work! Try it at home.



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

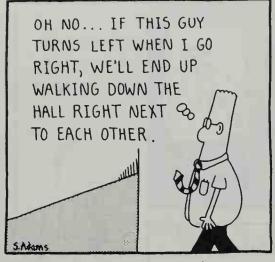


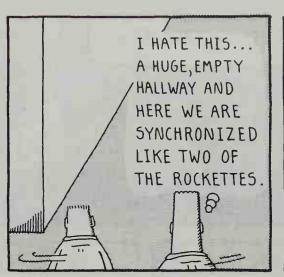
IT'S A PROTOTYPE
FOR MY TUBULAR
LUGGAGE
INVENTION.

NEVER
SPEAK TO
ME AGAIN.

A good name for a band 26 would be "Tubular Luggage!"

... in the Business World





... SO THAT'S WHEN I

KNOCKED ON THE LADIES'
ROOM DOOR, YELLED

"JANITOR" AND DUCKED
INSIDE.

AT LEAST YOU MAINTAINED YOUR DIGNITY.

I never know what to do in hallways. There's no graceful solution for shy people like me.





...THEN WE BOTH WENT FOR THE CARPET FUZZ.

SMOOTH.

I saw someone do the carpet fuzz trick.

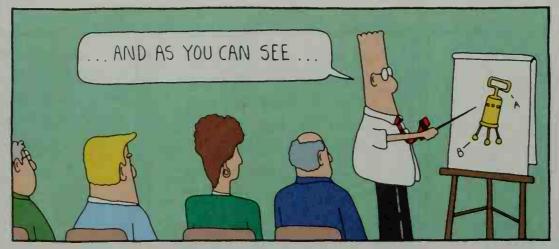




BUT I DON'T KNOW HOW TO MAKE A HEADACHE SOUND OVER THE PHONE.



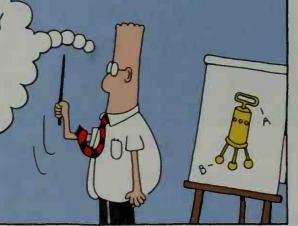
The best sickness excuse is, "You don't want to know the details."







MAYBE I CAN CASUALLY SCRATCH IT WITH ONE SMOOTH GESTURE TOWARD THE EASEL.



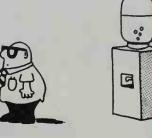


My nose always itches when 28 speak in public.

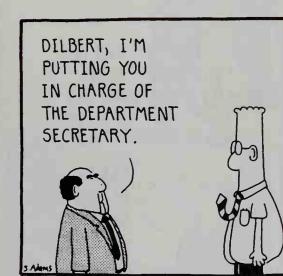




WELL, I SUPPOSE I COULD HUNT THEM DOWN AND KILL THEM ONE BY ONE.



In California, we fear people from New York City.

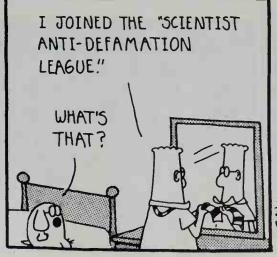


SEE IF YOU
CAN GET HIM
TO CUT DOWN
ON THE PERSONAL
PHONE CALLS.

... JUST BE A LITTLE MORE
DISCREET... FOR EXAMPLE,
TRY NOT WEARING THE TRADITIONAL COSTUME OF THE
COUNTRIES YOU'RE



I worked with this secretary.



THEY FIGHT AGAINST THE NEGATIVE STEREOTYPES OF TECHNICAL PEOPLE THAT ARE OFTEN PORTRAYED IN THE MEDIA.



YOU BROKE MY CONCENTRATION.



I did this cartoon after getting a complaint letter from a scientist.

29

WELCOME TO THE "SCIENTIST ANTI-DEFAMATION LEAGUE" WEEKLY MEETING.



TONIGHT'S TOPIC IS THE STEREOTYPE THAT WE SCIENTISTS HAVE NO SOCIAL LIVES...

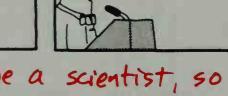
BUT FIRST..



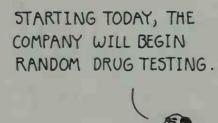
IS SATURDAY NIGHT OKAY FOR OUR NEXT MEETING?

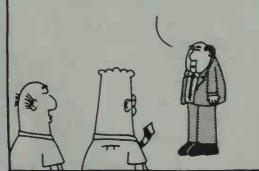
I'M FREE
NO PROBLEM

WIDE OPEN



I'm not smart enough to be a scientist, so I make my living by mocking them.





ALTHOUGH IT WOULD BE ILLEGAL TO SEARCH YOUR CAR OR HOME FOR ILLEGAL DRUGS . . .



WE HAVE FOUND NO ETHICAL PROBLEM WITH SUCKING THE BLOOD OUT OF YOUR BODY.



RESULTS WILL BE POSTED IN THE CAFETERIA.

I'm amazed that this is legal in the USA.

IT'S AN ETHICAL DILEMMA ...

I SUPPORT MY COMPANY'S

GOAL OF DISCOURAGING DRUG

USE, BUT THE RANDOM

DRUG TESTING POLICY

IS A VIOLATION OF

MY CONSTITUTIONAL

RIGHTS.

I'LL GET FIRED IF I REFUSE
THE TEST. WHAT IS THE
ETHICAL THING
TO DO?

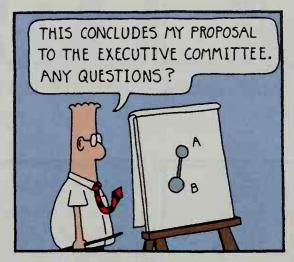
HACK INTO THEIR
COMPUTER AND
CHANGE YOUR
BOSS'S TEST
RESULTS.

SOMETIMES THE STRAIGHTEST PATH IS THROUGH THE MUD.



A good metaphor can make any bad idea Sound good.

DILBERT® By 5cdt Alams



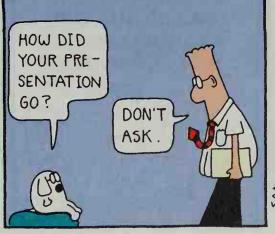


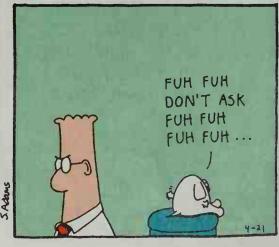






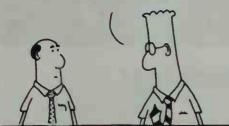




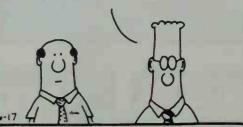


This cartoon is based on the most evil executive I ever met. He actually 31 mocked people this way.

I THOUGHT IT WAS BAD WHEN THEY MADE US WORK IN THOSE LITTLE CUBICLES...



THEN THEY PUT
TWO PEOPLE IN
EACH CUBICLE...
BUT WE GOT USED
TO IT.



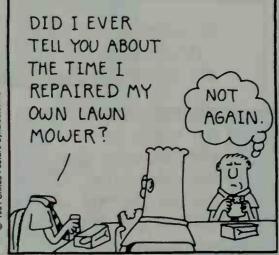


I should have put "velcro" in quotes because it is a trademark. oops.

YEAH... I HAD A TEMPERATURE OF 147° AND THEY HAD TO REMOVE MY INTERNAL ORGANS.



WELL, THAT'S
NOTHING COMPARED TO MY
BOUT WITH
BUBONIC PLAGUE
LAST WEEK.



When I ate lunch with the engineers at Pacific Bell, the one-upping continued until the food was all gone.

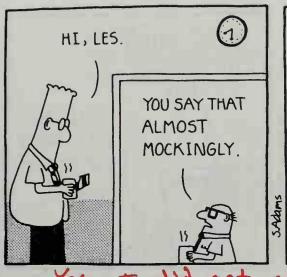
I DISAGREE WITH
EVERYTHING YOU
SAID. WHO WANTS
TO STEP OUTSIDE
AND FIGHT ABOUT
IT ?!!





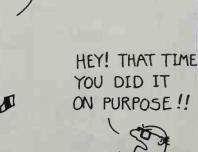
The more I exaggerate

32 a character, the more
he's familiar. It's strange.



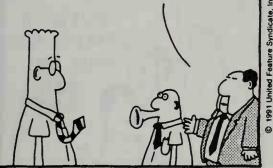
THE WAY YOU SAY IT, MY NAME SOUNDS LIKE "LESS." I'VE TOLD YOU A MILLION TIMES IT'S FRENCH --PRONOUNCED "LEZ."

YOU SEEM A LITTLE SHORT-TEMPERED.



Yes, I did get complaints from vertically challenged.

DILBERT, THIS IS YOUR NEW CO-WORKER, FLOYD REMORA.



FLOYD HAS WORKED HERE FOR TWENTY YEARS WITH-OUT DEVELOPING ANY SKILLS. HE SURVIVES BY ATTACHING HIMSELF TO THE BACKS OF OTHER EMPLOYEES.



GO AHEAD ... ASK ME HOW MY DAY WENT.



weirdest character perhaps the He's based on a ever created. had. co-worker particular I once



THE LAST TIME YOU PRESENTED, I LOST CONSCIOUSNESS AND BROKE MY NOSE ON THE TABLE.



WHATEVER HAPPENED TO GOOD MANNERS?



could sleep during known people who meetings with no sense 33 of shame. I envy them.



IT WAS ALL A DREAM! YOU'RE NOT A DUMPY ENGINEER -- YOU'RE REALLY A PLAYBOY MILLIONAIRE MOVIE STAR!!





Sleeping at work is a common theme in Dilbert I used to sleep in my cubicle all the time.



UH, HI,
NARDO.

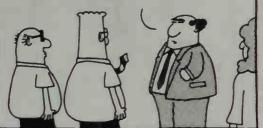
IN THE OLD
COUNTRY WE
DID NOT HAVE
WHAT YOU CALL
PERSONAL
SPACE.

TAKE YOUR
HANDS OUT
OF MY POCKETS.

OH, I GET IT.
THEY'RE FOR
YOUR USE
ONLY,
RIGHT?

I was raised in the country, where touching means you're standing on the same carpet. Any closer and you're engaged.

FROM NOW ON, ALL EMPLOYEES ARE EMPOWERED TO MAKE THEIR OWN DECISIONS.



EMPOWERMENT IS THE CONCEPT OF THE NINETIES. YOU'LL BE HAPPIER AND MORE PRODUCTIVE.

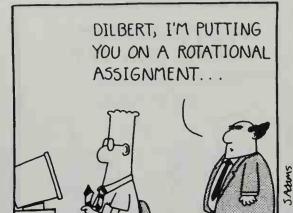


YOU'RE FIRED, DILBERT, NO, YOU AGAIN!

ARE!

AGAIN!

Empowerment might be the all-time dumbest idea, at least when 34 it's over-applied.



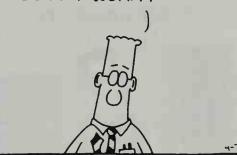
YOU WILL BE WORKING
IN MARKETING
UNTIL FURTHER
NOTICE.



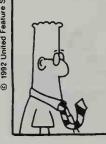
when I worked in Engineering, the marketing department was our evil nemesis.



I NEVER KNEW THAT
MARKETING WAS LIKE
THIS ... DO YOU PEOPLE
DO ANY WORK?



WELL, NOT ON BARBECUE TUESDAY." ARE YOU STAYING FOR LUNCH? IT'S UNICORN!





It always seemed like Marketing had all of the party people.



MAKE MINE RARE.
HA HA! GET IT?
RARE?

I'M NOT SURE I
BELIEVE THIS IS
THE "BEST PART."

I got complaints from unicorn lovers.



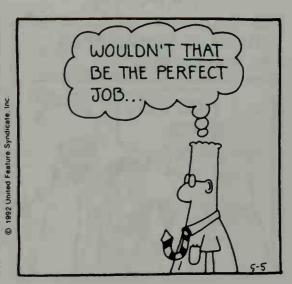




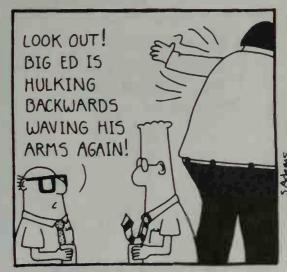
This joke was written by a reader as part of a fill-in-the-punchline contest. So don't blame me.



I'M THE LOST EMPLOYEE...
I'VE BEEN HIDING
IN THE BUREAUCRACY
SINCE THE FIFTIES...
PAID BUT FORGOTTEN.



Some of my Pacific Bell co-workers longed for jobs where they would never be noticed.





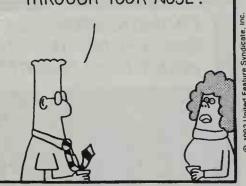
36



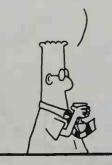
I'm 5'8" and it bugs me when big oafs don't look where they're going.



HEY, I THINK I CAN SEE YOUR BRAIN THROUGH YOUR NOSE!



ANYWAY...
YOU WERE
SAYING ..?

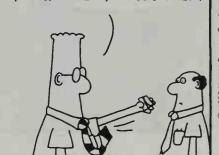


11/4 170

I always say the wrong thing, usually because I'm bored.



IT ALL STARTED WHEN
WE GOT THESE LITTLE
STICKY NOTE PADS THAT
SAY "QUALITY" ON THEM.



OOPS, SORRY, I SHOULDN'T PUT IT RIGHT IN YOUR FACE...



I was part of a "Quality" initiative where the only tangible change was to our notepads.



AT FIRST I HAD A MENTAL BLOCK. BUT ON THE FOURTH DAY I WAS VISITED BY AN INCAN MONKEY GOD WHO TOLD ME WHAT TO WRITE.



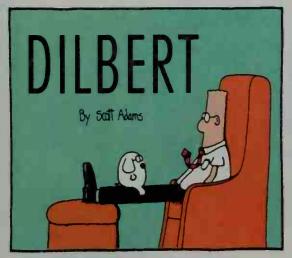
WOW, LUCKY BREAK.



NOW I JUST HAVE TO FIND SOMEBODY WHO CAN TRANSLATE HIS SIMPLE BUT BEAUTIFUL LANGUAGE.

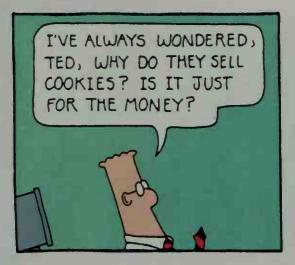


I had a co-worker who didn't realize how much the quality of her 37 output was influenced by Sleep deprivation.





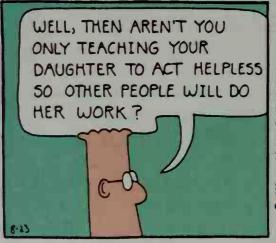














I have to say "camp Girl" instead of Using a real organization's name. We fear them.

I'VE SACRIFICED MY HEALTH, MY PERSONAL LIFE AND MY SOUL TO GET PROMOTED.

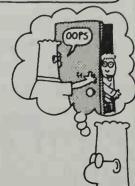


HA HA HA! BUT IT WAS ALL WORTH IT BECAUSE I HAVE AN OFFICE WITH A DOOR AND YOU STILL WORK IN A CUBICLE!



MAYBE I'LL HOST A SPECIAL "LOW-ACHIEVER DAY" TO

LET YOU TOUCH MY DOOR.



I spent most of my career in corporate America suffering from door envy.



HOO-HOO-HA! I'M RIPPING OFF THE EVIL CORPORATE EMPIRE ANDTHERE'S NOTHING THEY CAN DO ABOUT IT! I HAVE TOTAL POWER!



I'D BETTER KEEP THIS LITTLE SECRET TO MYSELF.

> HEY, I'M GETTING PAID FOR DOING NOTHING! >

relished the small revenges.



YOU HAVE ONE MINUTE TO DECIDE TO EAT THESE DONUTS OR TO SAVE YOUR CO-WORKER FROM THE BEAR.

OKAY, WHO WANTS TO BE ON THE DONUT OPTION WORKING COMMITTEE ?

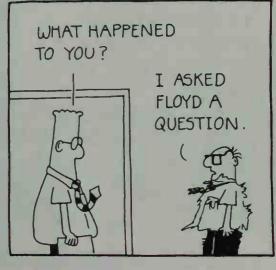
00P5 ... PROBLEM SOLVED.

was inspired by my own tragic experiences at "team building."





It's hard to draw mud!



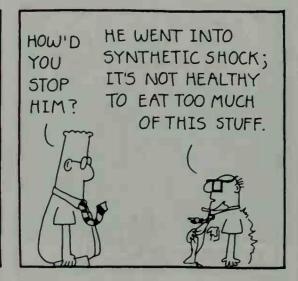
FLOYD HATES HIS JOB,

50 HE TAKES IT OUT ON

CO-WORKERS. HE ALMOST

CHEWED MY CLOTHES

OF F.



I favor the death penalty for any co-worker who intentionally causes discomfort.



I HATE THIS JOB! I HATE EVERYTHING! THE ONLY THING I LIKE IS BEING MEAN TO CO-WORKERS WHO NEED THE VITAL INFORMATION THAT I CONTROL!

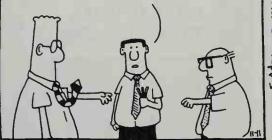


IF YOU THINK
YOU HATE HIM,
YOU SHOULD TRY
BEING HIS
SECRETARY.

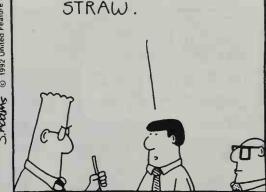
In every job, there was always one of these guys.

40

EVERYBODY PICK A STRAW.
THE LOSER HAS TO KILL
OUR ABUSIVE CO-WORKER, FLOYD.



DILBERT LOSES. HE PICKED THE BLUE STRAW.

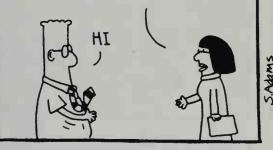


I THOUGHT THE SHORT STRAW LOSES.

YOU'RE ALREADY A MURDERER; DON'T BE A CHEAT-ER TOO.

It's a common fantasy to bump off an obnoxious co-worker. (or is it just me?)

50... DILBERT, WELCOME TO THE SALES DEPART-MENT. I'M TINA, YOUR NEW BOSS.



AS THE NEW GUY, YOU
GET THE CUSTOMERS WHO
DESPISE OUR PRODUCTS
AND WANT TO HURT
US PERSONALLY.



YOU'LL BE SELLI HATE
YOU! I
YOU! I
SMALL BUSINESS
HATE YOU! MARKET. HE'S
YOUR BEST
ACCOUNT.

12-15 In sales

This is why I don't work in sales.

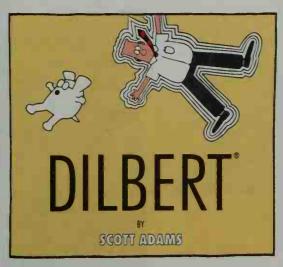


HE PROMISED ME A
MASSAGE FROM
HELGA IF I BUY FROM
HIS COMPANY. WHAT'S
YOUR OFFER?

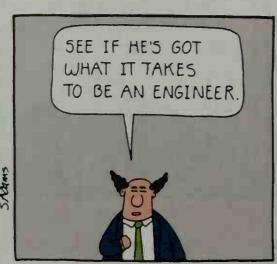


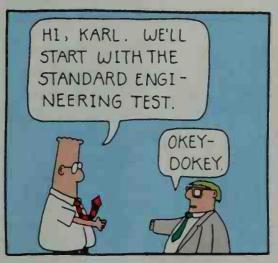
I'LL GIVE YOU MY HOUSE FOR HELGA.

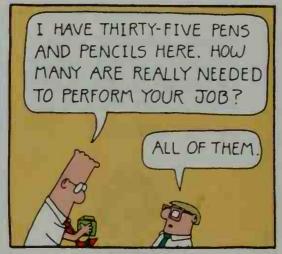
YOU'RE
NEW AT
THIS...

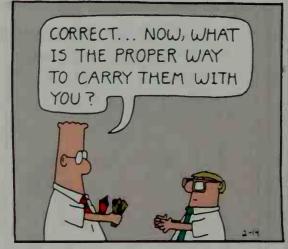






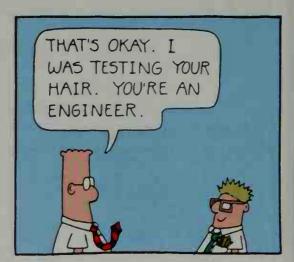




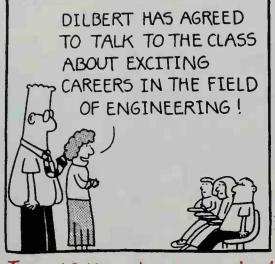








I used to quiz engineers about why they carry so many writing tools at once. As far as I can tell, it's so they'll have emergency backups.



THERE'S MORE TO BEING AN ENGINEER THAN JUST WRITING TECHNICAL MEMOS THAT NOBODY READS.



ONCE IN A WHILE, SOME-BODY READS ONE. THEN YOU HAVE TO FIND A SCAPEGOAT, OR USE SOME VACATION TIME AND HOPE IT ALL

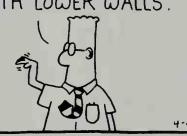


I never knew what an engineer did for a living when I was a kid. I still don't.

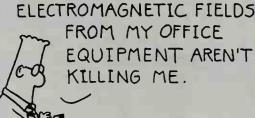
DILBERT TALKS TO A CLASS ABOUT CAREER OPTIONS.

ENGINEERING IS
ONE OF THE BEST
CAREERS AVAILABLE.

FOR THE NEXT TWENTY
YEARS I'LL SIT IN A
BIG BOX CALLED A
CUBICLE. IT'S LIKE A
RESTROOM STALL BUT
WITH LOWER WALLS.



I SPEND MOST OF MY
TIME HOPING THE
ELECTROMAGNETIC FIELDS
FROM MY OFFICE



It's a good thing that nobody tells what work is really like.

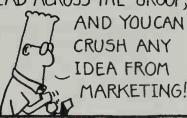
DILBERT TALKS TO A CLASS ABOUT CAREER OPTIONS.



THE GOAL OF EVERY ENGINEER IS TO RETIRE WITHOUT GETTING BLAMED FOR A MAJOR CATASTROPHE.



ENGINEERS PREFER TO WORK AS "CONSULTANTS" ON PROJECT TEAMS.
THAT WAY THERE'S NO REAL WORK, BLAME IS SPREAD ACROSS THE GROUP,

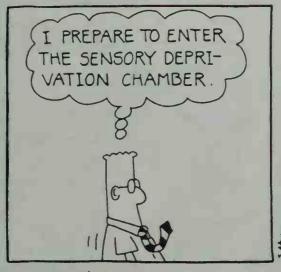


YOU GET FREE
DONUTS JUST FOR
SHOWING UP!



This is more truth than exaggeration.

43

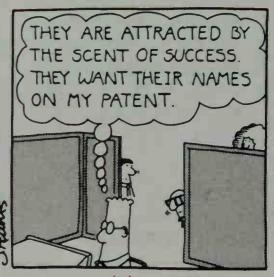






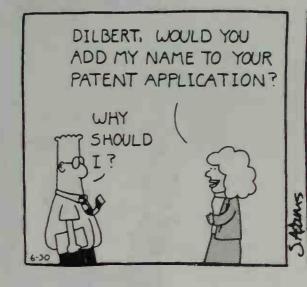
The guy in the cubicle across the hall from me coined the phrase "sensory deprivation chamber" for his cubicle. I liked it.



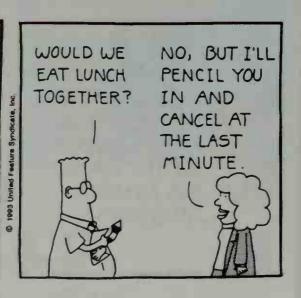




You say bologna, I say baloney.

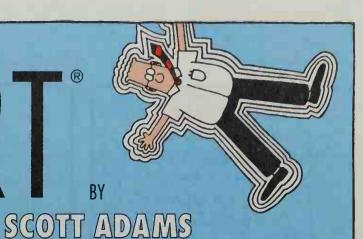


I WOULD CONSIDER
UPGRADING YOUR STATUS
FROM "CO-WORKER" TO
"FRIEND I NEVER SEE
OUTSIDE OF WORK."

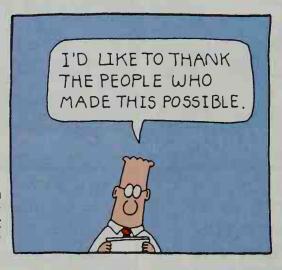




DILBER



THE AWARD FOR BEST ATTENDANCE GOES TO DILBERT.

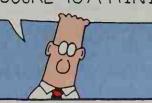


FIRST, I'D LIKE TO THANK THE WOMEN IN THE COMPANY WHO HAVE REJECTED ME OVER THE YEARS ...



BECAUSE OF THEM I HAVE NO GERM-RIDDLED CHILDREN TO INFECT ME.

AND THANKS TO MY CO-WORKERS FOR NEVER TELLING ME ABOUT IMPORTANT MEETINGS, THUS KEEPING MY GERM EXPOSURE TO A MINIMUM.



AND THANKS TO MY BOSS FOR NEVER ASSIGNING A PROJECT IMPORTANT ENOUGH TO INDUCE STRESS AND WEAKEN MY



BUT WHAT MAKES THIS AWARD SPECIAL IS THAT EACH OF YOU HAD TO GET SICK IN ORDER FOR ME TO WIN.

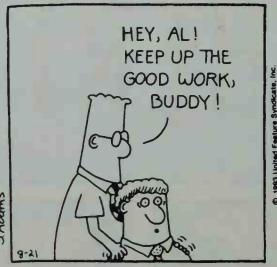


WHEN YOU HAVE YOUR HEALTH, YOU HAVE EVERYTHING, DOGBERT.



I like the phrase 45 "germ-riddled children."







Yes, I know there's no such thing as the Vulcan death grip, even on "star Trek."



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

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

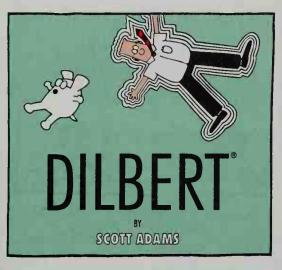
Every company is better than your own. It's a rule of the universe.





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

Note the elaborate use of background.











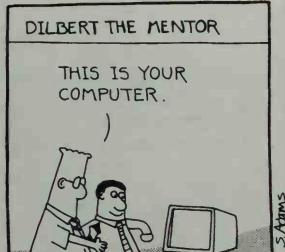




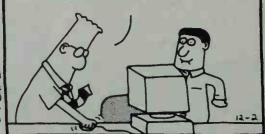




There's a reason that executives lie. The alternative is worse!



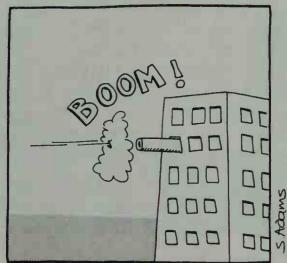
WHEN YOU HEAR
FOOTSTEPS IT'S A
GOOD IDEA TO MOVE
THIS THING AROUND
AND CLICK IT.



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



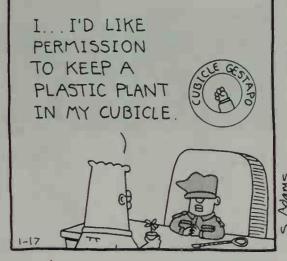
when people are mentored, they do in fact hold their arms out like that.





I HEAR YOUR
COMPANY IS CAN ANYTRIMMING ONE LEND
TRAVEL ME BUS
BUDGETS. FARE TO
GET HOME?

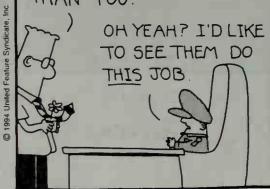
This is a rare action-oriented strip. I don't do many because they take longer.



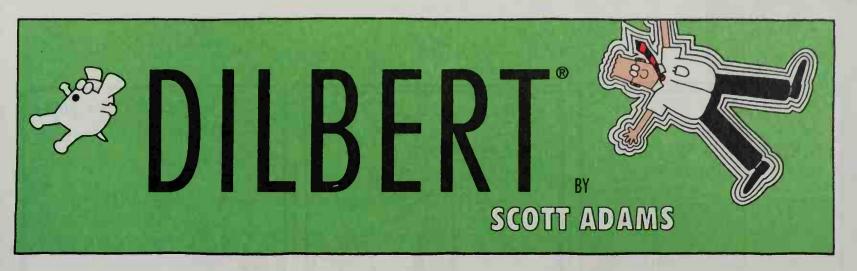
PERMISSION DENIED!
PLANTS ATTRACT BUGS.
IF I CAN'T TELL IT'S
PLASTIC HOW ARE THE
BUGS GOING TO KNOW
THE DIFFERENCE?



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



when this appeared in papers, we changed "Gestapo" 48 to "police" to avoid complaints.



y publisher
adds the color
to these.
They pick the
worst possible
times to add
diversity to
the cast.









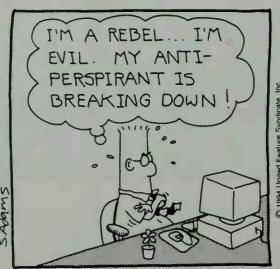








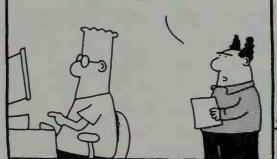






We used "police" instead of "Gestapo" for newspapers on this one too.

I THOUGHT IT NECESSARY TO PROVIDE DETAILED GUIDELINES TO OUR NEW CASUAL DRESS CODE.



FORBIDDEN CLOTHING
INCLUDES: SHORTS,
TANK TOPS, TEE SHIRTS,
SHIRTS WITH SLOGANS,
BLUE JEANS, SNEAKERS,
AND SANDALS.



MY
MORALE APPENDIX "A"
IS THE
SOARING. APPROVED
UNDERWEAR
LIST.

By this time I was having serious hand problems, so the lettering was being inked by another artist. My hand got much better, but I continued this method to save time.

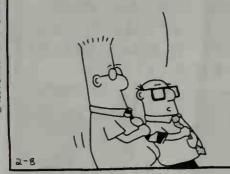
THE NEW DRESS CODE ALLOWS CASUAL CLOTHING ON FRIDAYS.



YOU'LL HAVE TO MAKE ACTUAL FASHION DECISIONS THAT WILL BE SCRUTINIZED BY HUNDREDS OF YOUR CO-WORKERS!

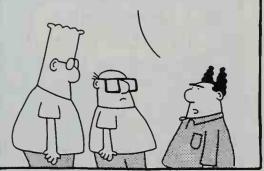


I'M THINKING
"GARANIMALS"
FROM "SEARS".



Casual clothes are a double-edged sword.

I REALIZE THAT CASUAL DRESS DAY ISN'T EASY FOR YOU ENGINEERS ...



BUT YOU'VE EXCEEDED THE BOUNDS OF GOOD TASTE. I'VE GOT TO SEND YOU HOME TO CHANGE.



SHUT UP, WALLY.

I HEARD THEY WERE BACK! I SWEAR!





requests for casual day jokes than for any other topic.

ACCORDING TO YOU, IF I CUT YOUR BUDGET THE WORLD WILL ABRUPTLY STOP SPINNING AND WE'LL BE FLUNG INTO



WHEREAS, THE RISK OF CUTTING DILBERT'S PROJECT IS "... A PLAGUE OF LOCUSTS O'ER THE LAND."



I'LL CUT BOTH PROJECTS. WITH ANY LUCK, WE'LL FLING THE LOCUSTS INTO SPACE

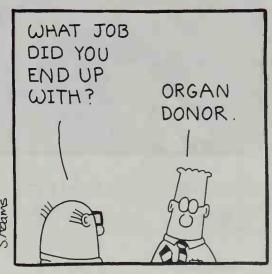


was a terrible

was never good at protecting my budget because liar.

SOMETIMES I THINK THESE CONSTANT REOR-GANIZATIONS ARE JUST EXCUSES FOR GETTING RID OF UNWANTED EMPLOYEES .





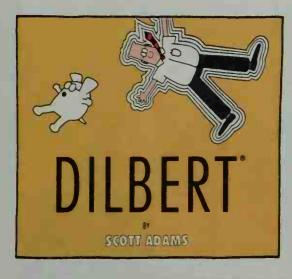
MY SHOULDER IS ACTING UP. DO I TALK TO YOU OR IS THERE A FORM TO FILL OUT?

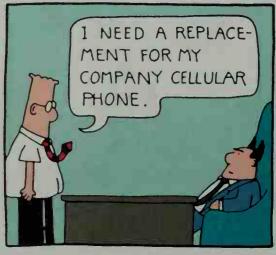


I DON'T THINK THAT'S AN "ORGAN."



C You know it's true!



















The pager-in-the-toilet problem is real. I've heard lots of stories about it-

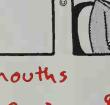


IN OTHER WORDS, IT DOESN'T DO ANYTHING USEFUL AND IT'S NOT YOUR FAULT.



IS THERE
SOMEBODY
LESS
EXPERIENCED
I COULD
TALK TO?

DO YOU HAVE MY BOSS'S NUMBER?



I never draw these side view mouths anymore > 5 Now I do these >



I CAN'T HEAR
YOU! LA-LALA-LA-HMLA-LA-LA

HE'S RIGHT!
IT IS JUST
LIKE A
LITTLE
FORT!!

FRIDAY
MEETINGS

I've never accomplished anything during a Friday meeting (except getting comic fooder).





DO YOU
HAVE
ACTUAL
FURNITURE?
THE BATHROOM.
CALLON
COLUMN
THE BATHROOM.
CALLON
CALLON
COLUMN
TO SIT IN
THE BATHROOM.
CALLON
CALLON
COLUMN
TO SIT IN
THE BATHROOM.
CALLON
COLUMN
TO SIT IN
THE BATHROOM
COLUMN
TO SIT IN
THE BATH-

Everywhere I've lived, Visitors look at my home 53 and say, "Did you just move in?"



LET'S FORM SUB-TEAMS TO BE MORE EFFICIENT. TED WILL DO ACCIDENTAL SPILLS. ALICE, YOU CRITIQUE THE DECOR I'LL BE A FLOATER.





Wally looks so cute in a jacket.



I'M A MARKED MAN.
THE OTHER EMPLOYEES
WILL EITHER TRY TO
SUCK UP TO ME FOR
MONEY OR THROW
BRICKS AT ME. BUDDY!



I had a project with a big budget once. It was like "Night of the Living Dead" as the zombies surrounded me.

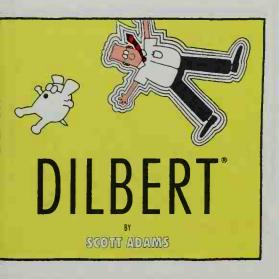


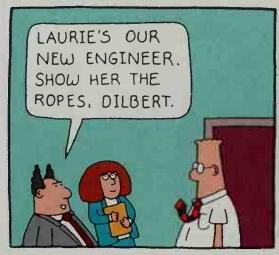
AND THESE ARE MY
LOYAL SUBJECTS:
MISTER COMPUTER,
MISTER STAPLER, AND
THE BINDER FAMILY.

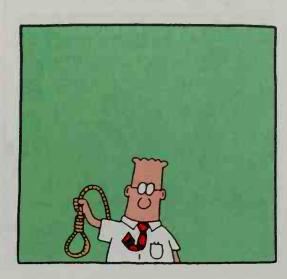
54



Dilbert is the kind of guy who makes the best of a situation-

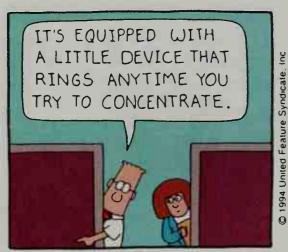


















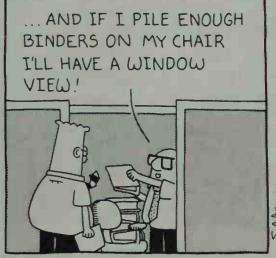
I believe cubicles were invented by someone who didn't like people.







when engineers eat bananas, it destroys their credibility.



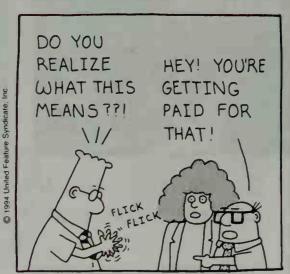




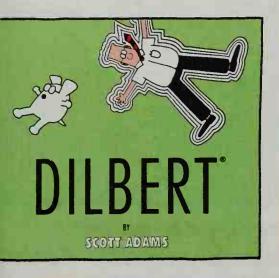
As a rule, anything in a binder has very little value, except as building material.

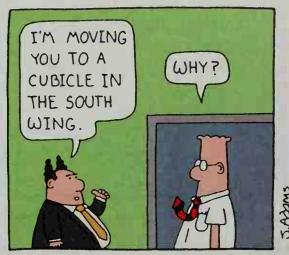






1 This happened to me often.







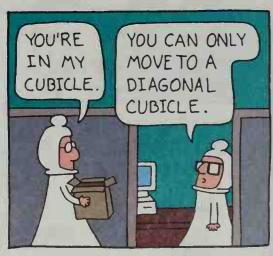






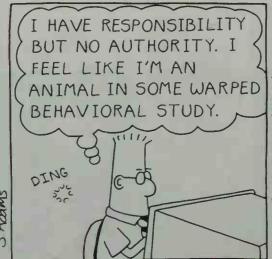


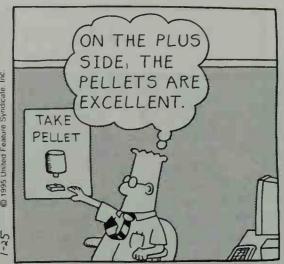




This exact thing happened to me, not counting the attractive outfit.







I experimented with doing my lettering by computer. In the end it was easier to have a human do it. Readers complained about the regularity of this lettering.

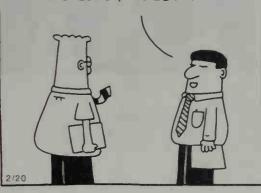






the urge goes away in the fifth year, typically. Never work in the same place for five years.

RELIABLE SOURCES SAY YOUR PROJECT WILL BE CANCELLED, DILBERT.



YOU SHOULD ABANDON IT
NOW AND COME WORK ON
MY PROJECT. WHEN MY
BIG PROMOTION GOES
THROUGH NEXT MONTH, I'LL
TRANSFER YOU TO
MY GROUP AND
GIVE YOU A
RAISE.

THAT'S VERY TEMPTING
EXCEPT FOR THE FACT
YOU'RE A PATHOLOGICAL
LIAR

BE CAREFUL WHAT
YOU SAY - I
HAVE SUPER
POWERS

Every group has a pathological liar.

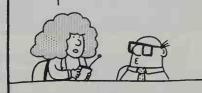


THE FIRST IS A NEW DIGNITY ENHANCEMENT PROGRAM AND THE SECOND IS OUR NEW RANDOM DRUG TESTING INITIATIVE



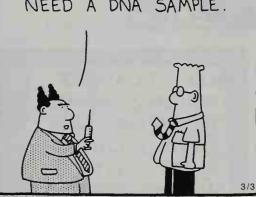
THE CLUE METER IS READING ZERO.

YOU EACH GET A HANDSOME COFFEE MUG AS PART OF THE KICK-OFF.



Motorola employees suggested this plot, which is loosely based on their company.

DROP YOUR TROUSERS AND TURN AROUND. I NEED A DNA SAMPLE.



WE'RE SCANNING FOR ANY FATAL GENETIC PROBLEMS THAT COULD HURT PRODUCTIVITY



day will come.

UH ... WE DECIDED TO MOVE YOUR PROJECT DEADLINE UP A WEEK.





WE NEED TO FINISH YOUR PROGRAM TWICE AS FAST, SO I'M ADDING A PERSON TO HELP YOU.



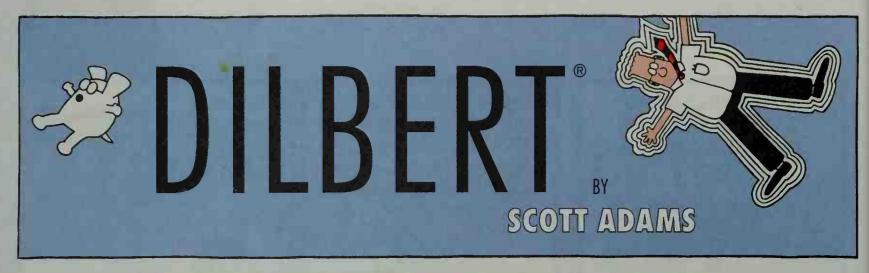
YOU MIGHT NEED TO TRAIN HIM A LITTLE BEFORE HE'S PRODUCTIVE.

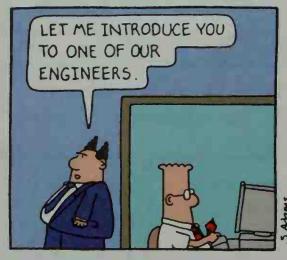


TELL ME AGAIN WHAT THE BIG GLOWING THING IS



should have been 1 "Mr." Smith, a reference to the old "Lost in space" TV show.



















Garbage bags are often used this way in the seattle area. 60 They call it an "Engineer's Raincoat."



WE INSTALLED REAL-TIME STATUS ADJUSTERS IN THE CUBICLE WALLS. SENSORS MONITOR YOUR WORK AND ADJUST THE CUBICLE SIZE ACCORDING TO YOUR VALUE.

IT'S AMAZING HOW FAST YOU GET USED TO IT.

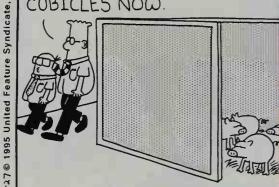
Digital Equipment Corporation they call process "Densification."

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



ACTUALLY, IT'S & YES!!! BECAUSE THE OUR PRISONERS OPINIONS MATTERED! COMPLAINED.

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



cubicles maximum-security about the same as minimum-security, bet. エリ

TODAY WE HAVE A MOTIVATIONAL SPEAKER FROM THE "DISCOUNT SPEAKERS BUREAU."



YOU SHOULD, LIKE, WORK HARDER ... OTHERWISE YOU MIGHT GET FIRED. ANY QUESTIONS?



WOULDWE GET BONUSES FOR WORKING HARDER?

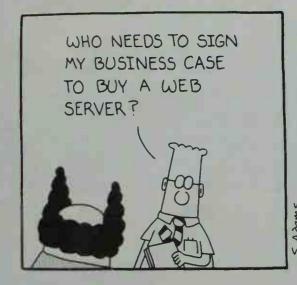
THIS MUST BE THE SLOW CLASS.





I like to put opposites together. I've heard stories about motivational speakers who depress people.

61



HMM...THIS CROSSES ALL DEPARTMENTS. I FEAR IT. GET THE APPROVAL OF EVERY DIRECTOR, EVERY VP, EVERY EVP, PLUS GRIFFIN.



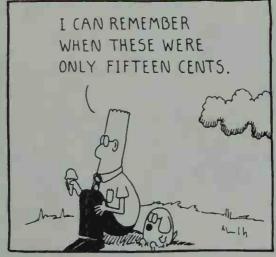


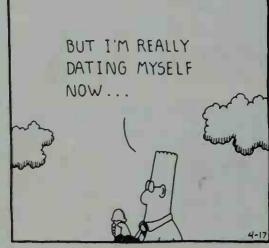
DO YOU MEAN TED GRIFFIN
IN FINANCE OR THE
MYTHICAL GRIFFIN BEAST
THAT'S HALF
EAGLE, HALF
LION?

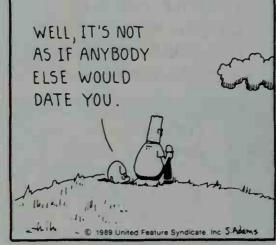
WHICHEVER
IS HARDER.

. and Women

I heard from lots of people named Griffin.







This is the very first Dilbert strip published. The setup line is something I heard from a lonely engineer. The punchline I kept to myself.

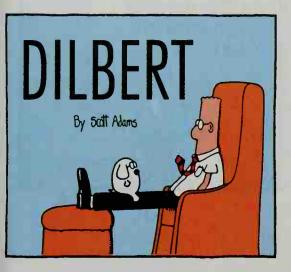
THERE ... MY PROGRAM
PROVES THAT PRETTY
WOMEN HAVE EXTREMELY
BAD PERSONALITIES.

THIS IS BASED ON THE
INPUT THAT PRETTY
WOMEN ARE NEVER
NICE TO ME.

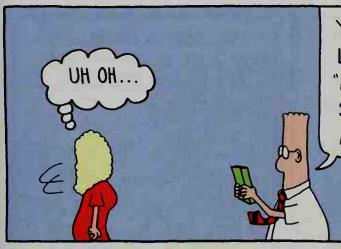
WHY DOES THE
SCREEN SAY,
"OR YOU ARE A
GEEK"?



This was based on my personal experience.

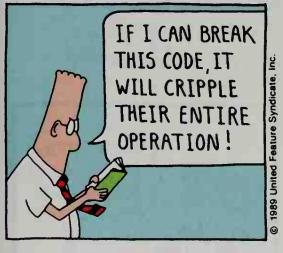






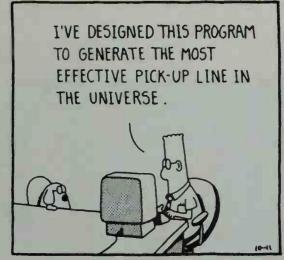
YOU DROPPED THIS
LITTLE BOOK TITLED
"ATTRACTIVE WOMEN'S
SECRET GUIDE TO
AVOIDING DILBERT."







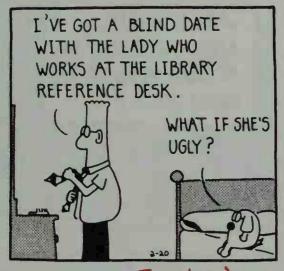
I was just starting as a cartoonist and hadn't decided how to draw women's faces at this point.

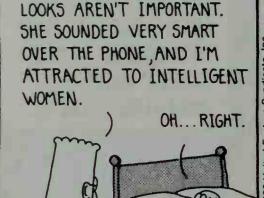






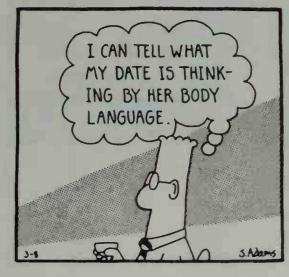
Anything with the words "Dingo dog" is funny.

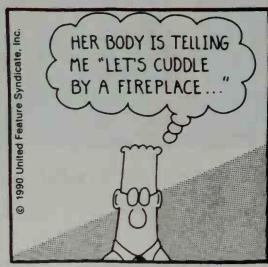






I would have been happy with this outcome.

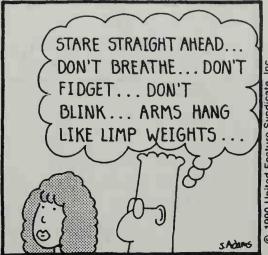






If men were perceptive, they'd never get lucky.







I've actually stopped breathing in elevators because I think it sounds loud.



SO, JABBA ... ER...
I MEAN, JANET, HAVE
YOU DATED MANY
OTHER MEN?

YES, BUT THEY ALL DISAPPEARED WITHOUT A TRACE. IN

INCIDENTALLY,
YOU LOOK
DELICIOUS
TONIGHT.

I took a lot of heat for this cartoon. I meant it to be about a woman who was gigantic in general, but it comes off as a fat joke.

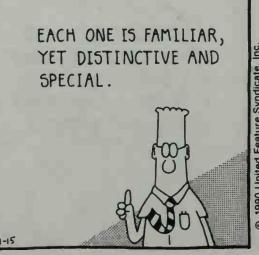


FOR EXAMPLE, SUPPOSE
I WANT TO GET RID
OF THIS ANNOYING
FLY HERE.



Do frogs have 65 noses? They're hard to draw.







WELL, YOU CAN

IMAGINE THE ELECTROLYSIS COSTS ALONE..

This sounds naughtier than it is.



I'M A WOMAN TRAPPED IN A DOG'S BODY... 50, NOW I'M SAVING FOR A SPECIES CHANGE OPERATION.

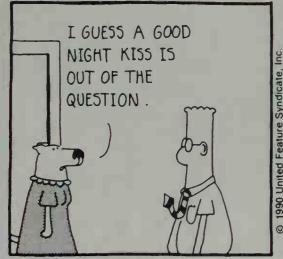


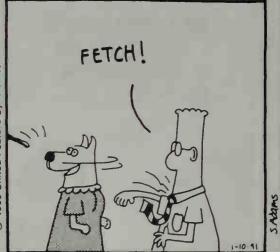
S.A.A.

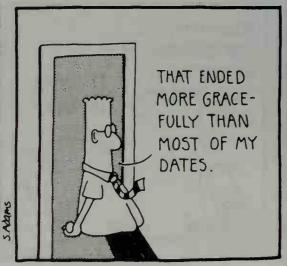
IS IT

EXPENSIVE?

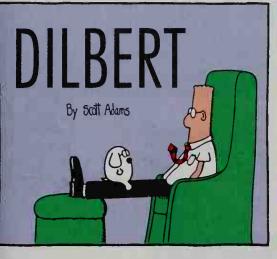
Talking dogs are funny.

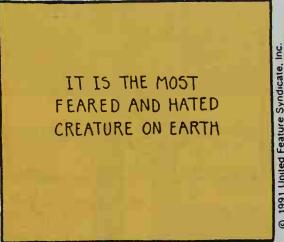






what do you do at the end of a bad date?

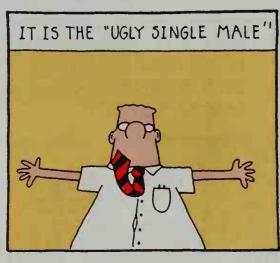


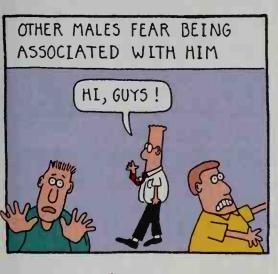










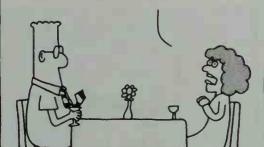






The original text said "Virgin" not "maiden." It was softened so it wouldn't draw Complaints in conservative towns.

I MUST WARN YOU
THAT I HAVE AN
OBSESSIVE PERSONALITY.



IF I SPEND A MOMENT WITH A MAN I FALL COMPLETELY IN LOVE. I THINK OF ONLY HIM. I... I BECOME HIS SLAVE.



Nice lips, eh?



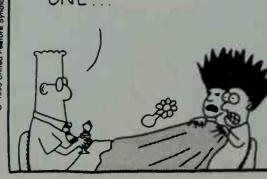
BELIEVE IT OR NOT, THIS
IS THE FIRST TIME I'VE
EVER DATED A TWOHEADED TELEPATH.



YOU MIGHT PICK UP A STRANGE THOUGHT OR TWO, BUT BELIEVE ME, THESE ARE NORMAL THOUGHTS FOR A GUY...



WELL, MAYBE NOT THAT LAST ONE ...

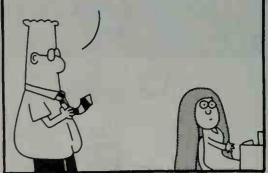


It's a good thing women have no idea what men think.

LISA, I WAS
WONDERING IF
YOU'D LIKE TO GO
OUT TO DINNER
SATURDAY
NIGHT.

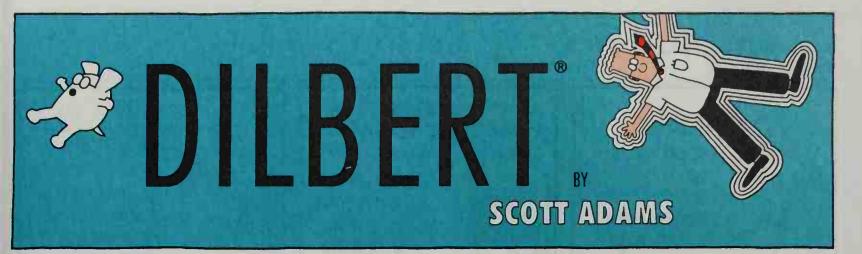
UH...I HAVE TO WASH
MY HAIR SATURDAY.
HOW ABOUT HAVING
COFFEE HERE AT
WORK INSTEAD?

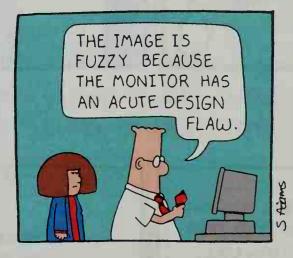
I'LL PASS. I WAS HOPING FOR SOMEONE WITH CLEAN HAIR.

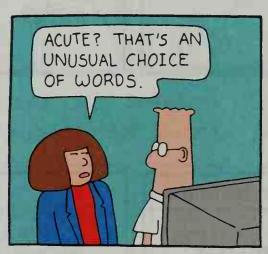


My first girlfriend used to use this excuse.

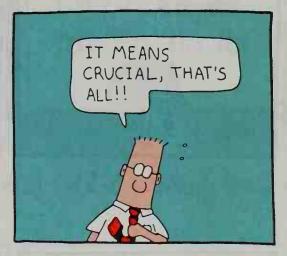
68



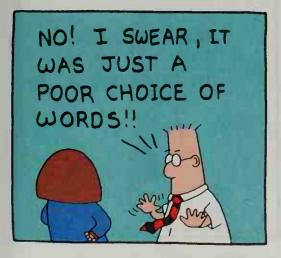












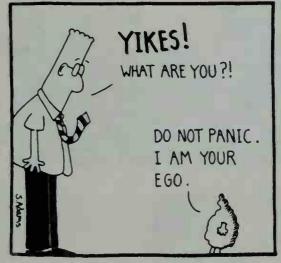


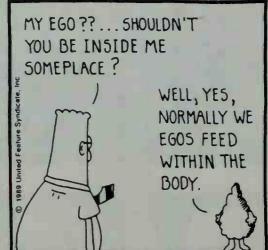


A lot of readers didn't get this one.
Hint: which = witch.

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. . . and His Ego

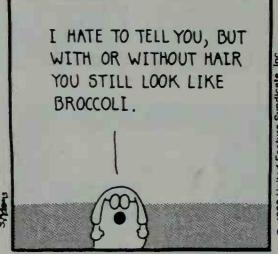






I imagine an ego looks like this. It's a cross between a brain and a cloud.







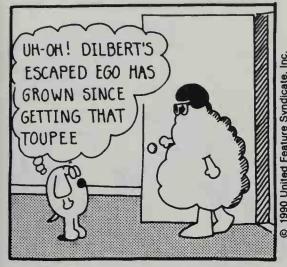
My obsession with hair loss continues.



I RECOMMEND THE "ROY ORBISON" MODEL.
IT COMES WITH SUNGLASSES.



This is the sort of cartoon I draw when I'm not getting enough sleep.



HO-HO, WHAT A NIGHT!
I CRASHED A PARTY FOR
FEMALE POLICE OFFICERS!

I GOT PHONE
NUMBERS FROM
TWELVE
WOMEN!





I couldn't figure out how to end this sequence...

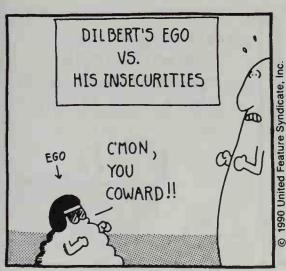


NOBODY TELLS ME WHAT
TO DO! I AM PURE EGO
FORCE! HA HA HA
HA HA HA HA
HA HA HA HA!



MAYBE YOU'D
LIKE TO DISCUSS THAT
WITH MY
INSECURITIES.

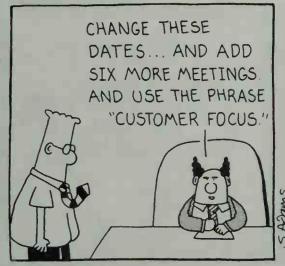
... It just kept getting stranger.



YOU MAY BE
BIG, BUT
I'M GOING
TO FAINT.
I'M GOING
TO POUND
YOU INTO
PUDDING!!



There!







I ended this one guickly.

.. Dies



YOU CAN STAY ON
THE PLANET, BUT
I'LL HAVE TO MAKE
AN EXAMPLE OF
YOU.



I killed Dilbert because sales to newspapers were slow. I thought this would shake things up. I don't think anyone noticed.





NO EXPENSIVE CASKETS.

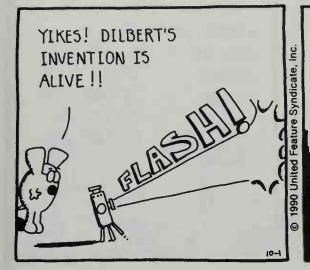
JUST WRAP HIM IN

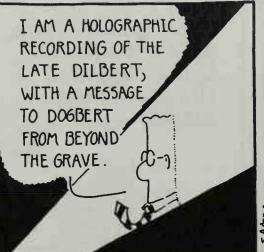
NEWSPAPERS; HE WOULD

HAVE WANTED IT THAT

WAY.

I want to be stuffed when I die.





... AND MY RECIPE FOR CHILE CON CARNE IS AS FOLLOWS...



CHe's so cute with his ears up.



BOB, I JUST DREAMED DILBERT WAS KILLED BY DEER, AND ALL HE LEFT ME WAS HIS RECIPE FOR CHILE CON CARNE.

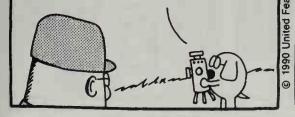


BAD NEW5... HE'S REALLY DEAD ?

AND HIS CHILE CON CARNE STINKS.

My bid for reader sympathy failed. I decided to bring Dilbert back.

PLEASE, MISTER GARBAGE
MAN, HELP US FIX
DILBERT'S CLONING DEVICE
AND BRING HIM BACK
TO LIFE!!



THIS SHOULDN'T BE TOO HARD... STANDARD ANTI-LIGHT RESONANCE FILTERS... YEAH, I THINK I HAVE PARTS IN THE TRUCK.



YOU'RE GOING TO CLONE HIM FROM HIS OWN GARBAGE? DON'T TELL ANYBODY --THERE MIGHT BE A STIGMA.



Is anti-light 73 the same as dark?



EITHER YOU WERE KILLED
BY WILD DEER AND WE
CLONED YOU BACK TO
LIFE FROM YOUR OLD
GARBAGE . . . OR . . .

1990



... Travels

I was tired of this series, but it needed a conclusion.



I'VE GOT A TICKET! I
DEMAND SATISFACTION!
I'LL CALL THE PRESIDENT
OF YOUR STUPID COMPANY!!



It seems as if I always get the worst seat.



I'M CAPTAIN BOB. SORRY
ABOUT THE CRASH. WHAT
ARE THE ODDS I'D HIT THIS
SAME MOUNTAIN
ON EVERY
FLIGHT?



I got complaints from people who don't think Cannibal jokes are funny.



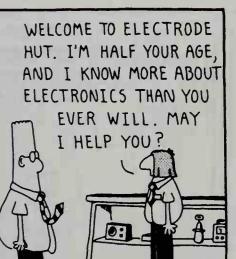
THE BEST WAY TO PREVENT FROSTBITE IS TO RUB WORCESTERSHIRE SAUCE ON YOUR BODY AND WHACK YOURSELF REPEATEDLY WITH A MEAT TENDER-IZER.



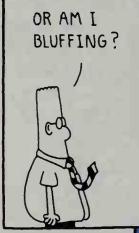
I WONDER WHY HE HAD ENOUGH OF THESE FOR EVERY-BODY?



. Attempts to Join the Consumer Society



YES. I WOULD LIKE
A HALF-DOZEN NIAD
PULSE CONVERTERS
AND AN ANZA BRUSH.





In case you wondered, there's no such things as NIAD Pulse converters or ANZA Brushes.



TRY THIS \$35 NYLON
BEAUTY, SUITABLE FOR
SWIMMING OR DINING
OUT. THE BELL BOTTOMS
ARE NO EXTRA CHARGE.

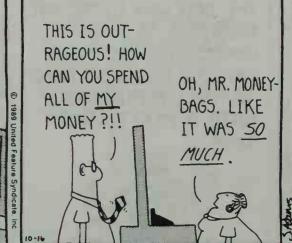


I GUESS I WAS JUST BORN TO BE A FASHION PIONEER.



my pet peeve is that Salespeople always steer 75 me to the cheapest items.







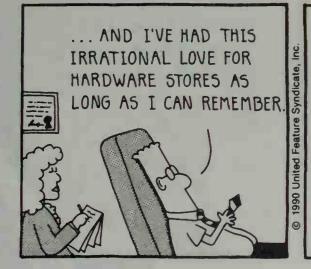
my first job was as a bank teller.







I love tods, even though I don't use them.





I'VE HEARD OF THIS ...
I THINK THE LITERATURE
REFERS TO IT AS "A
STUPID GUY-THING."

Women don't understand.



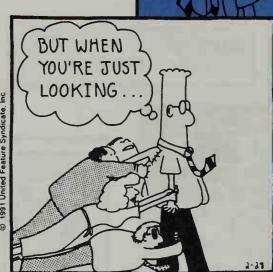
UNLESS YOU DEFEAT
ME IN HAND TO
HAND COMBAT.

THEY SEEM PRETTY
SERIOUS ABOUT
ENCOURAGING THE
USE OF THEIR
AUTOMATED TELLER
MACHINES.

When I was a bank teller, I was robbed twice at gunpoint. I fantasized about beating up customers.







I'm a shy shopper. I don't like to be a burden to the Salespeople so I always say, "Just looking!"

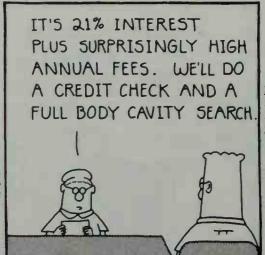


YOU CAN PLAY THE SMELLS OF YOUR FAVORITE STARS!



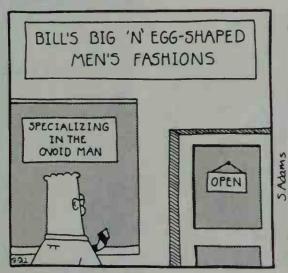
If this existed,
77 someone would
buy it.







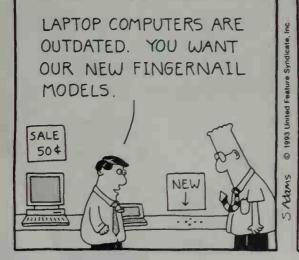
It's funny to me that I have to prove to the bank that I'm honest.







when I was a kid, my grandmother convinced me that brown eggs were tastier. Now I just wonder what route they took through the hen.



YOU GLUE THEM PERMA-NENTLY TO EACH NAIL. THEY SENSE WHERE EACH FINGER IS AT ALL TIMES. YOU DON'T NEED A KEYBOARD.



OF COURSE, SOME PEOPLE
PREFER THAT THEIR
COMPUTER NOT KNOW WHERE
THEIR FINGERS ARE AT
ALL TIMES.



This might actually work someday.



YOU SEE, I GET PAID THE SAME LOW HOURLY WAGE WHETHER YOU BUY THAT SHIRT OR NOT. AND AFTER YEARS IN THIS BUSINESS I'VE LEARNED TO DESPISE THE GENER AL PUBLIC.

PLEASE... I
HAVE EXACT
CHANGE. I HAVE NO
WAY OF KNOWING IF
THAT'S TRUE

I believe all salespeople hate me. If they didn't before, they do now.



I WILL WADE THROUGH
A VAST SEA OF MOSTLY
CURLY-HAIRED GUYS WITH
FACIAL HAIR AND
GLASSES. AND I WILL
LOOK AT THOUSANDS
OF INDISTINCT
PRODUCTS.

IT'S LIKE SALMON RETURNING TO ITS BIRTHPLACE



why do so many technology people have curly hair and glasses?





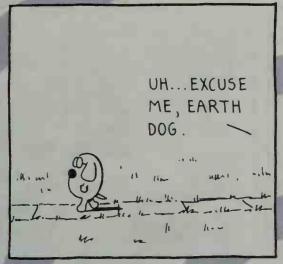
LOSING
LIFE
SUPPORT
SYSTEMS...

2127

2127

... AND IT CAN EVEN CALCULATE FRACTIONS!

All vendor demos 79 are boring. It's the law, I think.



WE HAVE TRAVELED FROM A DISTANT PLANET TO FIND OUT WHY EARTH DOGS ARE FORCED TO EAT FROM DIRTY LITTLE BOWLS WHILE HUMANS USE PLATES.



WELL, BASICALLY, IT'S
POLITICAL. IT ALL BEGAN
AFTER THE UNSUCCESSFUL
POODLE REBELLION IN
FRANCE, AROUND 1723...

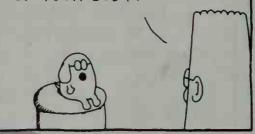
DETTER USE
A PENCIL...



I support equal rights for pets.



WELL, I SUPPOSE THEY
WOULD BARK LIKE IDIOTS,
RUN AROUND IN CIRCLES,
AND SNIFF EVERY PART
OF YOUR BODY.



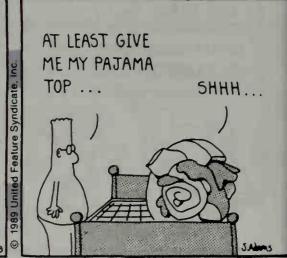
I GUESS "SCRABBLE" IS OUT OF THE QUESTION.



In the beginning, Dogbert still had traces of dog-like behavior.



JUST DON'T HOG
ALL THE COVERS.



My cat does this. 5

My personal experience with dogs was primarily with a beagle named Lucy, our family dog for most of my childhood. Lucy never once came when I called—not once in fourteen years. In fact, she did absolutely nothing except what she wanted to do. If I tried to pet her she would growl, grab my shirt by the cuff, rip the entire sleeve off, and run down the hall with it like a trophy. (That actually happened.) It was quite obvious that my family was subservient to the dog. Lucy slept on any furniture she wanted, she came and went as she pleased, never wore a leash, and had food and water served at her discretion.

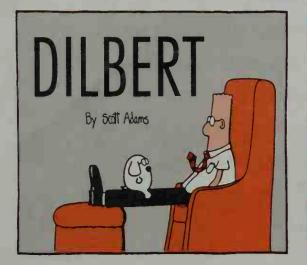
Dogbert took on a bit of Lucy, particularly the beagle ears, round body, and attitude. He also took on a bit of the dark side of my own personality, the part that wants to conquer the planet and make all the people

my personal servants.

Dogbert gets to say all the things that I might be thinking but can't say for fear of retribution. His view is that the entire world and all the people in it are here for his personal entertainment.

There's no explanation of why Dogbert chooses to live with Dilbert, except that he finds him amusing. Once in a great while we'll see some glimpses of affection. And if Dilbert gets in deep trouble we can count on Dogbert to bail him out.

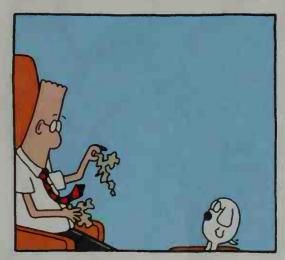
... the Early, Vulnerable Days





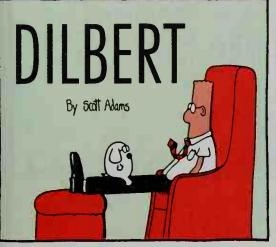




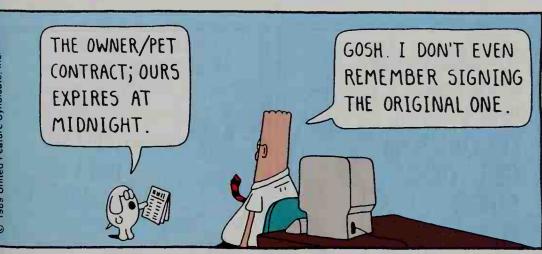




Dogbert was more of a pet in the first year. He wasn't obedient, but he was a pet.





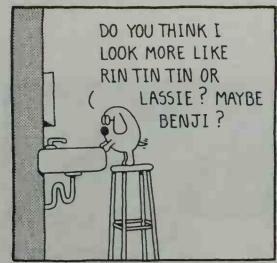


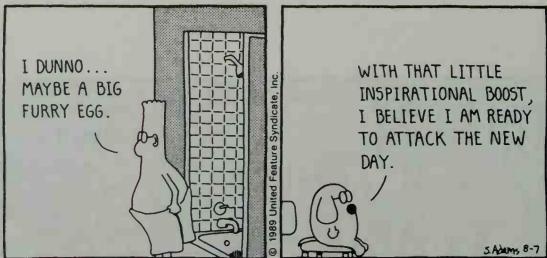
LET'S SEE ... "THE PET'S
RESPONSIBILITY IS TO
OBEY THE OWNER'S
COMMANDS, NO
MATTER HOW
HUMILIATING."



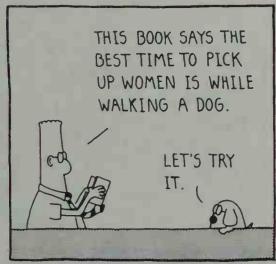


Dogbert is starting to show his true personality now.

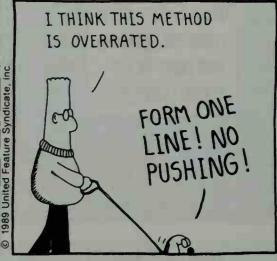




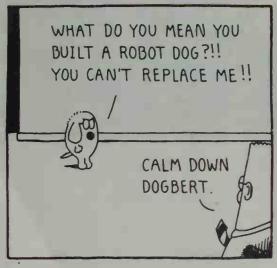
I don't remember why I thought Dogbert should be egg-shaped.



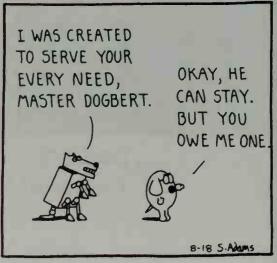




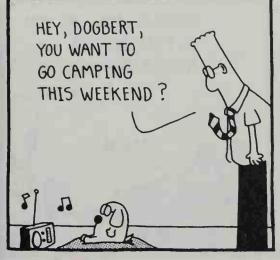
I can't imagine putting Dogbert in a leash now.







Dogbert shows emotion with fur, eyebrows, and ears.



WHY DON'T WE JUST SLEEP IN THE GARAGE, EAT BUGS AND NOT TAKE SHOWERS.



THAT IS COMPLETELY
DIFFERENT FROM
CAMPING, FOR REASONS
WHICH WILL COME



This is my view of "roughing it," as expressed by Dogbert.



FOR EXAMPLE, THIS QUESTION ON "NATURAL ENEMIES": THE CORRECT ANSWER IS "MAILMAN." YOU WROTE-IN "FAX MACHINE."



HOW'D IT 60 ?

THE "DEPARTMENT OF DOGS" DOES NOT KEEP UP WITH

EMERGING TRENDS.

Here I was still playing with dog stereotypes. No dogs complained.



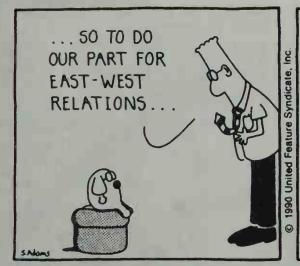
THAT'S NOTHING. IF
YOU DON'T BUY <u>OUR</u>
TIRES YOUR WHOLE
STINKIN' EXTENDED
FAMILY WILL CROAK!!!

AND DON'T GET TOO ATTACHED TO THE FAMILY DOG, EITHER. HA HA HA HA HA!!





He's too cute when his ears fly up.

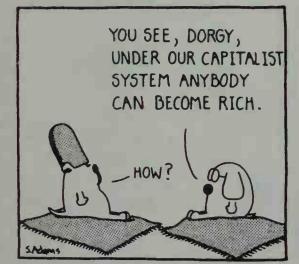


I'VE DECIDED TO
HOST A DOG FROM
THE SOVIET EXCHANGE PROGRAM.

WHAT?



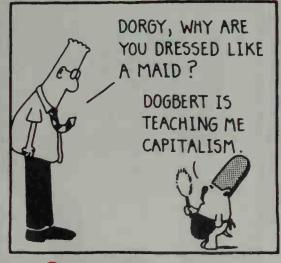
Dogbert begins to get political. Or maybe it was just an excuse to show what dogs look like with hats.



INHERITANCE AND
CRIME ARE THE
MOST POPULAR
METHODS.

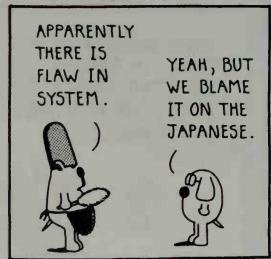
WHICH IS IT'S BEST TO HAVE YOUR PARENTS DO THE CRIME AND LET YOU INHERIT IT.

Have you ever noticed how many wealthy industrialists started out by doing Illegal things? I'd love to see some statistics on that. And more dogs with hats.

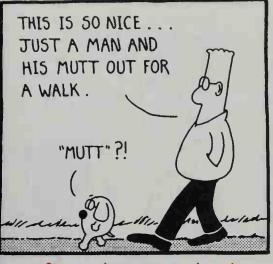


TODAY I AM LOWLY MAID.
BUT WITH HARD WORK I
WILL BE PROMOTED TO
JOB AS MAJOR INDUSTRIALIST.

RIGHT?



Personally, I love capitalism, but it is a great subject for humor because it 36 > creates losers more often than winners. (I've been both.)

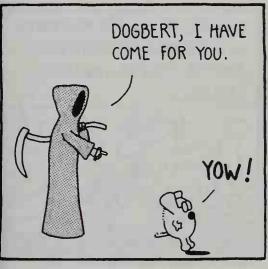


I THINK OF IT MORE AS A "CANINE AND A CLOD" OR A "DOG AND A DUMMY"... MAYBE A "POOCH AND A PINHEAD" OR A "BOWSER AND A BLOCKHEAD."





If a human had spoken the word "hiney," I probably wouldn't have gotten away with it.



WAIT WAIT!
DON'T I GET TO
CHALLENGE YOU
TO SOME CONTEST
TO PLAY FOR
MY LIFE !!?

OKAY... I THROW
THIS FRISBEE —
YOU TRY TO CATCH
IT IN YOUR
MOUTH. DID YOU HAVE
ANYTHING
MORE DEGRADING?

I always feel sorry for dogs who catch "Frisbees." It looks humiliating.

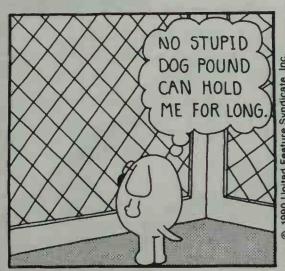


WHAT, NO COLLAR? YOU'RE GOING TO THE PUPPY PENITENTIARY, PAL!



YOUR HUMAN
TURNED
YOU IN?
HE DIDN'T
THINK A PIT
BULL SHOULD
WEAR HIS
HAIR THIS
WAY.

This might be the world's first gay dog cartoon.



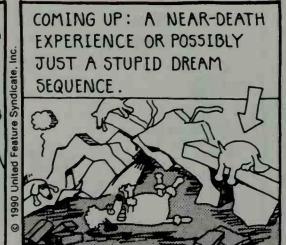




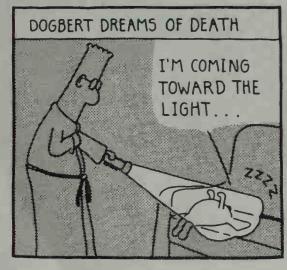
Dogbert continues to get more assertive and clever.



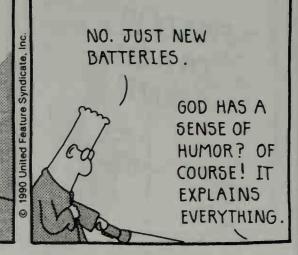




Debris is hard to draw.



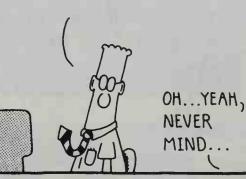


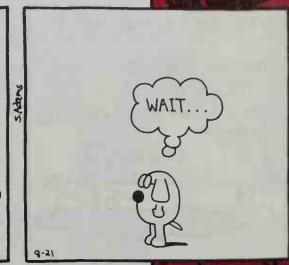


It would explain everything.



ISN'T THAT HYPOCRITICAL?
YOU WEAR A FUR COAT
EVERYDAY.

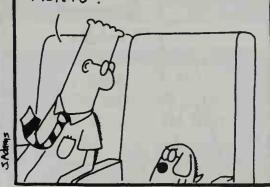




Most issues are not black and white. I'm suspicious of anyone who has a firm belief about anything.



ARE YOU STILL MAD ABOUT THE FLIGHT ARRANGE-MENTS?

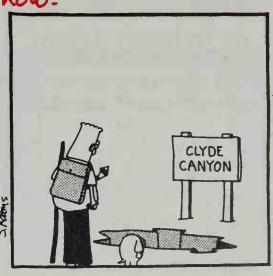


SIR, YOU'LL HAVE
TO STORE YOUR
CARRY-ON LUGGAGE
IN THE OVERHEAD COM-

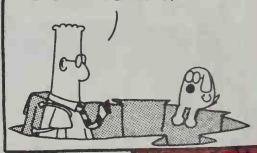


This is another reason Dogbert doesn't respect humans. He wouldn't put up with this now.



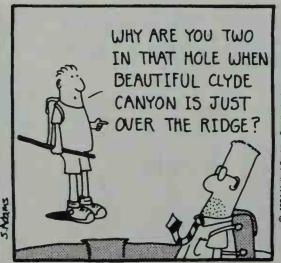


WE'RE GONNA BE
PRETTY TIRED OF
THIS PLACE BY THE
END OF THE WEEK.



To me, all vacations look like this - a long hike to something that \$89 > looks better in the brochure.

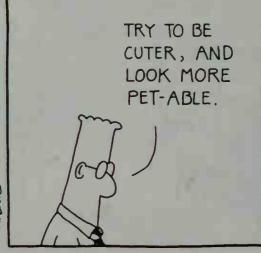




MAYBE WE SHOULDN'T BOTHER GETTING OUR PHOTOS DEVELOPED.

There's an art to taking vacations — an art I'm not good at. I always think I must be doing something wrong.



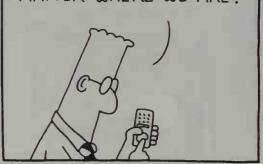


AND IT'S NOT FUNNY WHEN YOU DO YOUR IMPRESSION OF A FROTHING MAD DOG EVERY TIME SOMEBODY WALKS BY. THAT'S MY JOHN SUNUNU IMPRESSION.

Dogbert's joy of taunting Dilbert is getting more developed now.



IT'S THE NEWEST TECHNOL-OGY! I'LL BE ABLE TO CALL YOU AT ANY TIME, NO MATTER WHERE WE ARE!



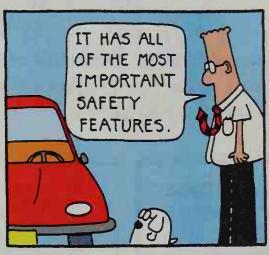
WHY MUST ALL **PROGRESS** START OUT AS SOMETHING ANNOYING?

I wrote this in 1991. This I had a big green pillow month is the first time you can 90 like this. It was great I wrote this in 1991, This get a PCS phone in my area.

for watching TV on the floor

DILBERT By Scatt Adams





YOU GOT YOUR ANTILOCK BRAKES, YOUR
REINFORCED BUMPERS,
YOUR AUTOMATIC
SEATBELTS
AND YOUR
DRIVER-SIDE
AIR BAG.







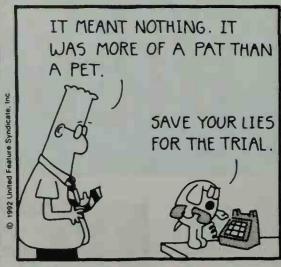




My girlfriend complained 91 about the lack of an airbag on her side.







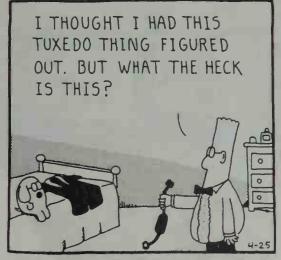
In small ways, I revealed that Dilbert and Dogbert liked each other.



HE'S SUING YOU FOR
"PETIMONY." YOU
ALLEGEDLY PET THE
NEIGHBOR'S CAT...



. . . Reveals His Sarcasm



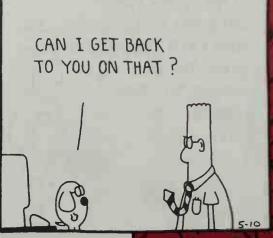
OH, THAT'S THE KUMBER-BUZLE. YOU WEAR IT ON YOUR HEAD LIKE A SWEATBAND.



If you ask me, Tuxedos have too many unnecessary parts.

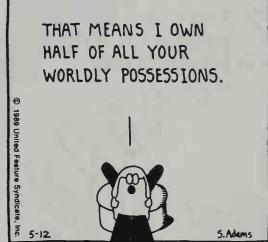


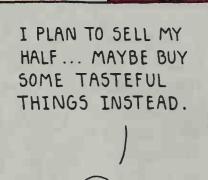




the art of time management is really the ability to blow people off without guilt.

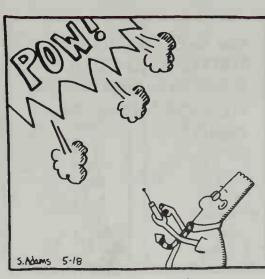






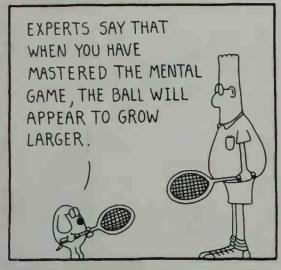
Here's a glimpse of Dogbert's growth into more human preferences.

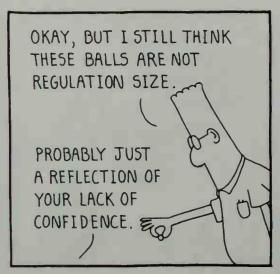






These would be 93 fun toys.

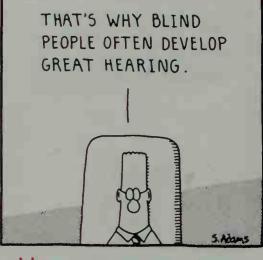






Dogbert increasingly comes out on top by having no ethical limitations.







My cat sits on my legs like that.

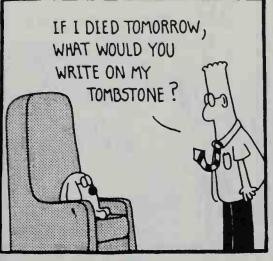
HOW IS IT THAT YOU HAVE







I have a friend who was 94 a bird watcher. They're Very competitive.







In 1989, I only owned one piece of new furniture. It was the green recliner chair Dogbert is in.

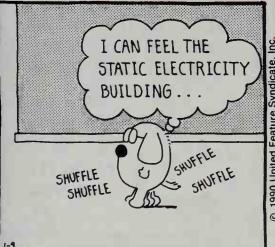


11|27

THANKS...I
ALWAYS PUTA
HAND OVER MY
MOUTH WHEN
I SNEEZE.



My cat sneezes on me intentionally.

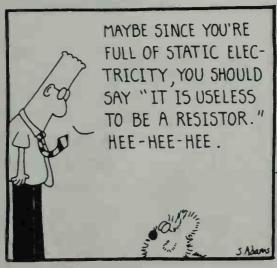


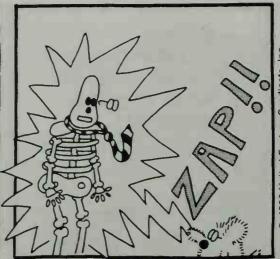


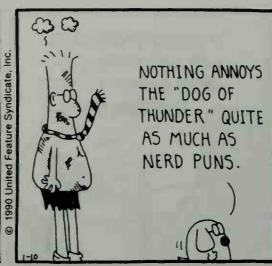




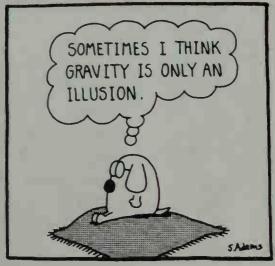
Thor was one of 95 my favorite comics as a kid.



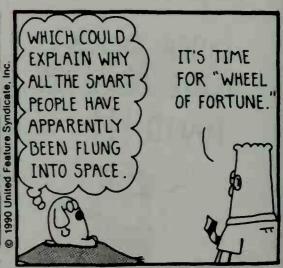




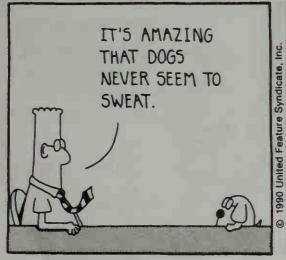
A lot of people don't have the capacitor for appreciating nerd puns.







I was a contestant on "wheel of Fortune"... and lost.







why don't dogs get go cavities? What's up with that?

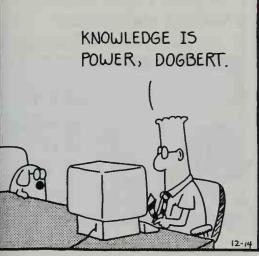


STRETCH YOUR POLYESTER PANTS OVER THE TOP OF YOUR HEAD.



I HOPE MONEY DOESN'T CHANGE ME.

when I worked in a bank, we hated the rich customers.



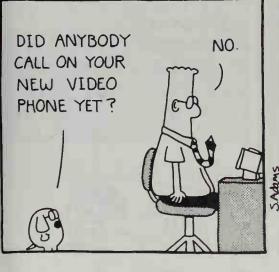
SOMEDAY, THE PEOPLE WHO KNOW HOW TO USE COMPUTERS WILL RULE OVER THOSE WHO DON'T.



AND THEY WILL HAVE A SPECIAL NAME FOR US.



I had a neighbor who believed that computer skills would lead to nothing but clerical opportunities, because the computers would do the rest.



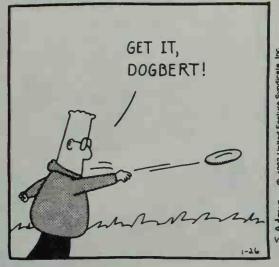
DON'T YOU THINK THAT THE ONLY PEOPLE WHO WILL BUY VIDEO PHONES ARE MALE TECHIE DWEEBS LIKE YOU?

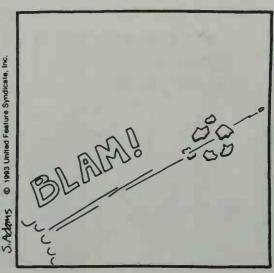


THEREFORE,
WOULDN'T IT
BE CHEAPER
TO BUY A
MIRROR?



I think this about 97 Internet "chats" too.







Dogbert's views on the "Frisbee" concept are becoming clearer.



THE SCHOOLS SHOULD BE PREPARING THESE KIDS TO BE SCIENTISTS AND ENGINEERS. THAT'S THE ONLY WAY OUR ECONOMY WILL PROSPER.



INSTEAD, WE'LL BE A NATION OF MAIDS AND JANITORS.



I think every story has a positive side. But I got complaints from maids and janitors after this ran.



ACTUALLY, NORIKO, YOUR GENERATION WILL HAVE TO TAKE CLASSES AND WORK FULL-TIME YOUR WHOLE LIVES ... ASSUMING ANY JOBS EXIST.

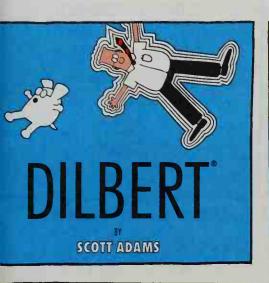


BUT ON THE PLUS SIDE, TELEVISION WILL HAVE A THOUSAND CHANNELS.

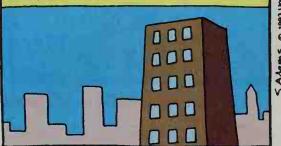
THAT'S IT; SOMEBODY'S GOT SOME EXPLAINING TO DO!



Norito is my girlfriend's middle name. This character is based on a kindergarten -> 98 -> picture of her I saw.



A SMALL BAND OF THE CREATURES WERE KNOWN TO LIVE HIGH IN AN ARTIFICIAL STRUCTURE.



ON MY WAY TO STUDY THEM I TOOK NOTE OF THE NATIVE VEGETATION.



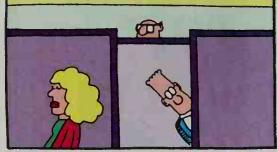
THE YOUNGER MALES WERE AT PLAY. THEY BECAME SELF-CONSCIOUS WHEN WATCHED.



THE DOMINANT MALE HAD A GRAY BACK. HE CONTROLLED THE OTHERS BY WAVING LITTLE ENVELOPES.



THERE WERE FEW FEMALES IN THE GROUP. THE LESS DOMI-NANT MALES HAD NO CHANCE OF MATING.



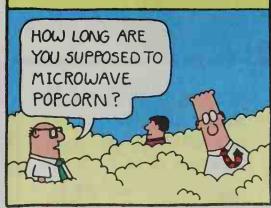
UNLIKE OTHER SPECIES THEY HAD NO INSTINCT FOR GROOMING.



MY TIME WAS UP. BUT I



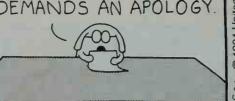
ENGINEERS IN THE MIST



I felt like an observer in the land of engineers at Pacific Bell. I wasn't an engineer by training, but I worked closely with them.



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



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



Sometimes Dogbert speaks for me.

... the Many Occupations



WELL, THIS IS VERY
DETAILED. BUT
WHERE DO YOU THINK
WE CAN FIND THIS
MANY FLYING
ATTACK
PORCUPINES?"



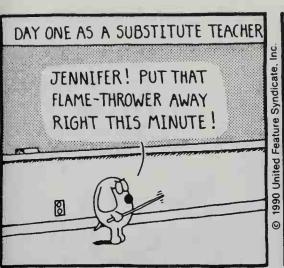
my best ideas are the ones that people hate the most.



I'M UP TO THE PART
WHERE JACKIE O' AND
LIZ TAYLOR FIGHT A
DUEL FOR YOUR LOVE.



Dogbert used a "Macintosh" in those days.



EUGENE! RELEASE THOSE HOSTAGES OR I SHALL BE FORCED TO FLING THIS CHALK ERASER AT YOUR HEAD!



IS THAT A "STINGER" MISSILE LAUNCHER? WELL, I HOPE YOU BROUGHT ENOUGH FOR EVERYBODY!



I DID.

Dogbert is perfect for exploring the downsides of other occupations because he brings a surreal element to surreal situations.

OKAY, CLASS . . . PUT YOUR WEAPONS AWAY AND OPEN YOUR TV GUIDES.



TIMMY, PLEASE READ ALOUD THE PASSAGE FROM "FALCON CREST" UNDER THE FRIDAY LISTINGS.



THERE'S GOT TO BE
A BETTER WAY TO
TEACH SEX EDUCATION.



SAlms





IS IT TRUE YOU
MADE ALL OF
YOUR MONEY
UNETHICALLY
AND YOU'RE
HAVING AN
AFFAIR?



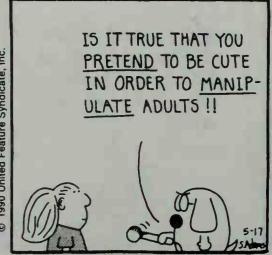
YES!! YES!! HOW DID YOU FIND ME?!



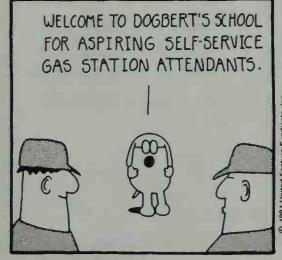
YOU WERE CHOSEN RANDOMLY.



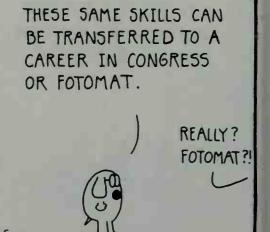




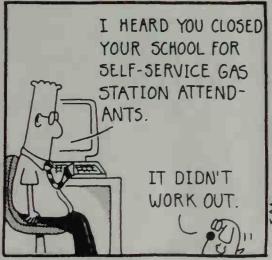




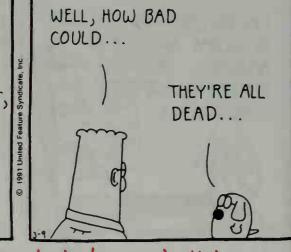




There actually are schools for self-service gas station attendants. You probably fail if you try to pump gas.



I WAS TEACHING THE SECTION ON REFOLDING MAPS... FRUSTRATIONS WERE HIGH ... AT FIRST, THE PAPER CUTS WERE MINOR, BUT PANIC SWEPT THE ROOM.



I wanted to end this series, so I killed all the extras.



I'M NOT IN IT FOR THE MONEY. I JUST ENJOY LYING TO STRANGERS.



THIS ONE WAS OWNED
BY CARLOS THE DIAMOND
SMUGGLER. IT CORNERS
WELL, BUT THE GAS
MILEAGE IS BAD -ALMOST AS IF IT
HAS WEIGHTS HIDDEN
IN THE DOOR PANELS.

2

YES, SIR.

Dogbert would be the perfect used car salesman.



WE'VE BEEN TAKING A
BEATING FROM THE
ANTI- SMOKING FASCISTS.
I BLAME THE
MEDIA.

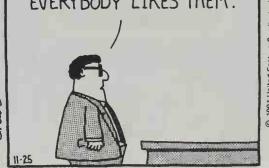
WHAT WE NEED IS
MORE ATTENTION
ON THE POSITIVE
ASPECTS OF SMOKING
... LIKE SEX APPEAL.

The spokespeople for tobacco companies always look half dead. The surgeon General should make them put their pictures on every pack.

MISTER PRESIDENT, THERE'S ANOTHER OPENING ON THE SUPREME COURT. ONE OF THE OLD GUYS WANDERED



I RECOMMEND NOMINATING A DOG THIS TIME. THEY TEND TO BE LOYAL AND EVERYBODY LIKES THEM.



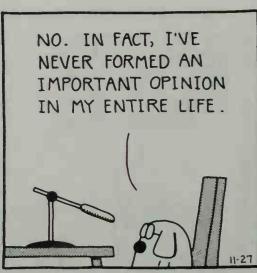
IT'S FOR YOU...
GEORGE SOMEBODY.

TAKE A MESSAGE.



I can't draw caricatures, so I hide them behind chairs if they're 103 real people.



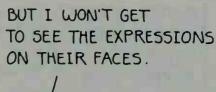




This was during the clarence Thomas senate confirmation process.

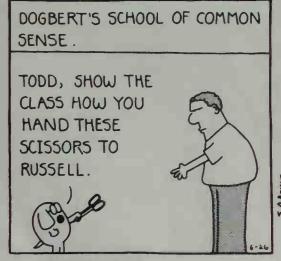








Dogbert ventures into the consulting field. He'll be there a lot.







C sometimes spelled "AAARGH

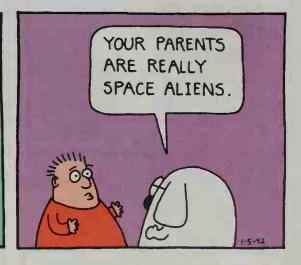
DILBERT By Scott Adams

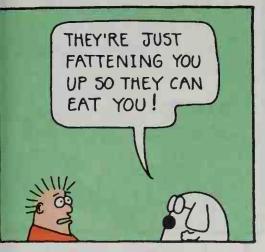






AS AN ADULT, IT IS
MY DUTY TO FILL YOUR
SPONGE-LIKE BRAIN
WITH INCREDIBLE
NONSENSE FOR MY OWN
ENTERTAINMENT.









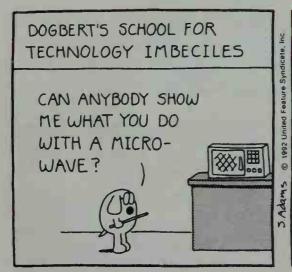
My babies look like old men.







I tend to think communication causes more problems than it solves.



I INSERT THE VIDEO
TAPE ... THEN I SET
THE TIMER FOR NINETY
MINUTES ...





BUT WITH HARD WORK,
YOU CAN BECOME
JARGON-SPEWING
CORPORATE ZOMBIES,
LIKE CARL HERE.

I WANT TO DIALOGUE
WITH YOU ABOUT
UTILIZING RESOURCES.

GOOD BOY!
HERE'S A
DONUT.

If you don't work for a big company, you don't know how accurate the dialogue is

I'LL BE REPRESENTING
YOU CORPORATE EMPLOYEES
IN A CLASS ACTION SUIT.
YOUR COMPANY HAS SUCKED
THE LIFE FORCE OUT OF YOU
AND TURNED YOU INTO
LITTLE RAGS.



MY FEE WILL BE ON A CONTINGENCY BASIS. THAT MEANS I GET THE ENTIRE SETTLEMENT PLUS I'LL USE YOU TO WAX MY BMW.



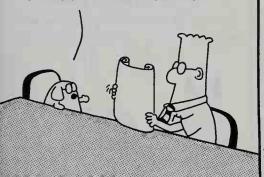
I'VE FOUND
THE PERFECT
CLIENTS.

SOUNDS
FAIR.

DON'T
PAKE
WAVES.

When I worked in a cubicle, I felt like a little rag.

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



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



THE CUSTOMERS WILL HATE THIS .



The more selfish and mean that Dogbert is, the funnier he is.

I'M GOING TO START
MY OWN BOOK
PUBLISHING
COMPANY SO I
CAN REJECT
PEOPLE ALL
DAY LONG.

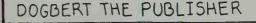
I'LL DISMISS THEIR LIFE'S WORK WITH A GESTURE AND A WITTY COMMENT.



BOTTOM LINE,
I'M JUST NOT
A PEOPLE
PERSON. T'



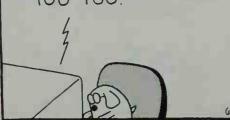
People tell me they like it when Dogbert wags.



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



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



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



I knew a guy named Tim who was rudely turned down by a publisher.





I USED A COMPUTER TO SUGGEST A NEW HI-TECH NAME FOR YOUR COMPANY. THE PROGRAM RANDOMLY COMBINES WORDS FROM ASTRONOMY AND ELEC-TRONICS.



This was

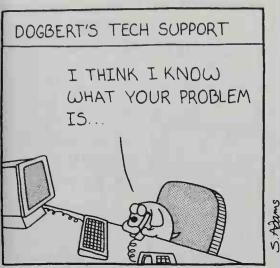
banned from at least one newspaper.



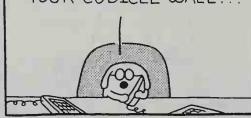




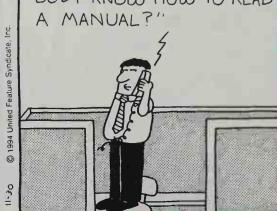
Does anyone believe the concept of corporate confidentiality?



TAKE ALL THE PARTS AND ARRANGE THEM IN NEAT PILES. NOW STAND ON YOUR CHAIR SO YOU CAN SEE ABOVE YOUR CUBICLE WALL ...



NOW SHOUT "DOES ANY-BODY KNOW HOW TO READ



big hit with tech support was a people. (They despise callers.)

AS NEW OWNER OF THIS COMPANY I HEREBY BAN ALL MEETINGS OVER ONE HOUR. THE DRESS CODE IS CASUAL. STATUS REPORTS ARE OPTION-ALI



NO MORE MISSION STATE-MENTS OR "VISIONS." OUR MOTTO IS "HAVE FUN. SATISFY CUSTOMERS, MAKE MONEY."



my motto. This

AND STOCK OPTIONS WE CAN FIT FOR ALL. FIVE MORE IN THIS CUBICLE 2228 IF WE REMOVE THE CHAIR

WEVE GOT A LOT OF EMPTY CUBICLES BECAUSE OF DOWNSIZING.

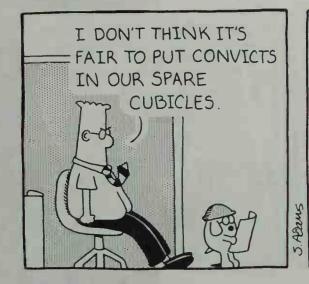


I HIRED THE DOGBERT CONSTRUCTION COMPANY TO CONVERT PART OF THE OFFICE INTO PRISON CELLS



SOUNDS LIKE A -BIG JOB NAH. A LITTLE PAINT, NEW CARPET AND WE'RE THERE.

It could happen.



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



I THINK THERE ARE A FEW DIFFERENCES!



Sad, but often true.



I'LL PROMOTE MY UNIQUE CONSERVATIVE VIEW-POINT THAT PEOPLE ARE IDIOTS WHO DESERVE TO BE MOCKED.



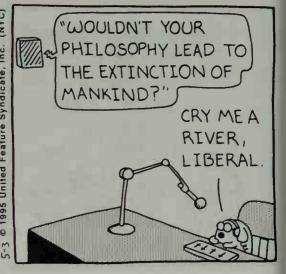
WON'T PEOPLE SHOW YOUR VIEWPOINT TO BE FLAWED BY VIRTUE OF THEIR INTELLIGENT QUESTIONS?



Rush Limbaugh's fans attacked me for this. But Rush wasn't my target. I just thought it would be a good job for Dogbert.







People get mad when they think Dogbert's opinions are my opinions. Sometimes >110 > they are, but usually not.



I DREAM OF A WORLD WHERE SOMEDAY YOU CAN BUY LIQUOR, CIGARETTES AND FIREARMS AT A DRIVE-THRU WINDOW AND USE THEM ALL BEFORE YOU GET HOME.

BASICALLY, ANYTHING
THAT GETS RID OF
PEOPLE IS OKAY WITH
ME. BUT BEFORE
YOU GO, BUY MY
NEW BOOK...

7

Everybody got mad about that one.

Schemes to Conquer the World

IMAGINE MY SURPRISE WHEN
I SAW THIS AD FOR DOCTOR
DOGBERT'S SEMINAR ON
DEVELOPING SELF-CONFIDENCE.
OKAY, WHAT'S THE SCAM?

I FIGURED THIS WOULD
BE A GOOD WAY TO FIND
A BUNCH OF MEEK PEOPLE
TO DO MY BIDDING. IF
THEY REFUSE, I'LL YELL AT
THEM AND HURT THEIR
LITTLE FEELINGS.



5. Adams

THEN I'LL LEVERAGE THAT POWER INTO VAST WEALTH OR MAYBE WORLD DOMINATION.

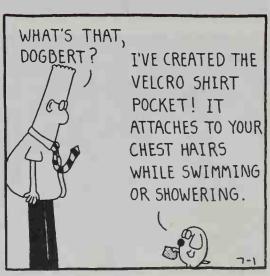


NO! BAD DOGGY!

© 1989 United Feature Syndicate, In

Someday I expect Dogbert to conquer the world.

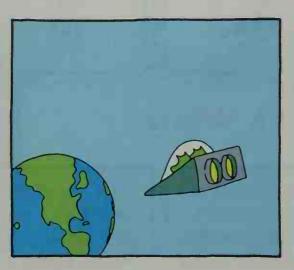






I'm a wanna-be inventor. I'm still working on my perpetual motion 111 machine. Ironically, I can't seem to stop.

DILBERT® By 5cdt Adams

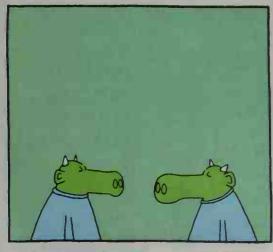


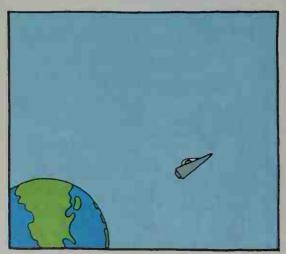






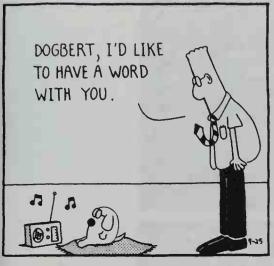




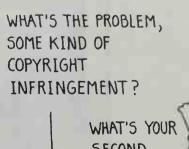




Imagine an advanced race of aliens who talk to the average human; Do you 112 think they'll be impressed?



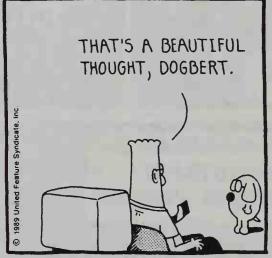




WHAT'S YOUR SECOND GUESS ?

im Davis, the author of "Garfield" asked for the riginal of this. I traded for one of his. At the ine, it was my biggest economic gain as a cartoonist.

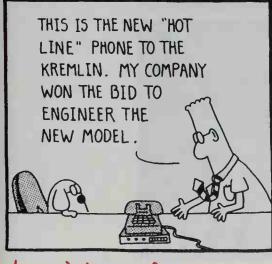


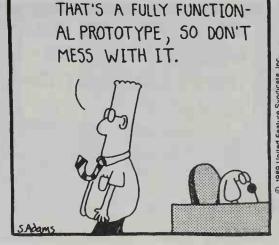


IF NOBODY ELSE WAS VIOLENT, I COULD CONQUER THE WHOLE STUPID PLANET WITH JUST A BUTTER KNIFE.



his cartoon captures the Dogbert attitude better than any other.





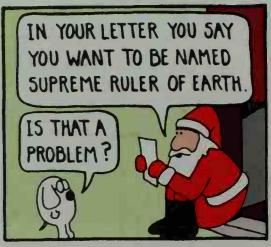
50, GORBY, I UNDER-STAND YOU'VE BEEN FINGER-PAINTING WITH YOUR FOREHEAD..



orby jokes don't ge well.











wouldn't it be great to own an elf?













This plan could actually work.



Do supermodels

I'LL TAKE EVERYBODY'S
MONEY AND MAKE
THEM WEAR BATHROBES
WITH MY PICTURE ON
THE BACK.

ever join cults? I

WOULDN'T IT BE CHEAPER
TO BRAND THEM AND
LET THEM RUN NAKED?

AS A RULE,
WE'RE NOT
TALKING ABOUT
ATTRACTIVE
PEOPLE
HERE.

I don't think so.



LOOKS LIKE YOU'VE
BEEN FLEECED BY
SEVERAL SPIRITUAL
LEADERS ALREADY.

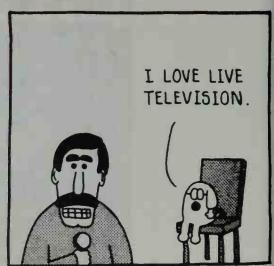
I THINK THAT
DEMONSTRATES
A COMPLETE
ABSENCE OF CAN
INDEPENDENT YOU
THOUGHT. CHANT?

I don't usually laugh at my own jokes, but the phrase, "Can you chant?" Kills me every time I reread it.



ACTUALLY, GERALDO,
I DON'T KNOW
WHAT YOU'RE
TALKING ABOUT.

116



This is why "Geraldo" is taped.



MUCH OF THE CITY IS IN RUINS, AS THE DOG BLASTED THROUGH BUILDINGS TO ESCAPE POLICE AND NATIONAL GUARD PURSUIT.

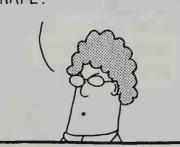


ON THE PLUS SIDE, WE HAVE A MUCH BETTER SHORTCUT TO THE POST OFFICE

What happens when small weapons get more powerful? I hope I'm the first to my block, while it's there. get On



HEY! YOU MUST THINK WE'RE A COUPLE OF HILLBILLIES. WE SAW A HOLE IN YOUR SIDEWALK IN THAT EXACT SHAPE.



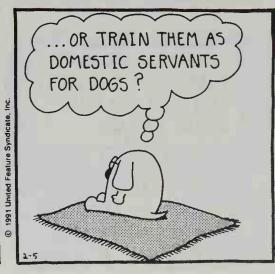
OBVIOUSLY WE HAD TO TRADE A CHUNK OF OUR SIDEWALK TO BERLIN SO WE COULD GET THIS.



APOLOGIZE TO

chunk of the Berlin Wall. mean, I think I have one.

WHEN I CONQUER THE EARTH ... WILL IT BE MORE EFFICIENT TO PUT ALL HUMANS IN PRISON...





what do you think they're thinking 117 about ?

DILBERT By Scott Adams











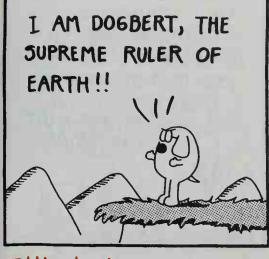
THEN, YOU'LL TEASE
CATS ABOUT THEIR
GROOMING METHODS
UNTIL TEN.

GOOD,
GOOD.





This is what I dream about too. 118



WORSHIP ME, YOU
IGNORANT MASSES!

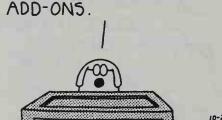


THAT WAS DARN, NOW PRACTICE. MY EYES ARE STUCK IN ZOMBIE MODE...

I'll bet some readers went into spontaneous zombie mode when they read this.



FIVE DOLLARS IS JUST THE BASE PRICE. I CHARGE EXTRA FOR AN EXTENDED NO-RABIES WARRANTY AND OTHER ADD-ONS.

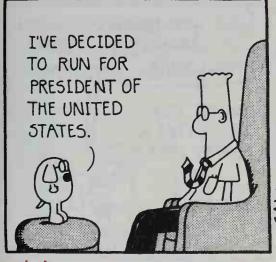


I'LL TAKE A "PLAIN."

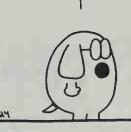


WAG OR NO WAG?

Who makes the rules about who can touch other creatures and how? It all seems kinda arbitrary to me.



I'M HOPING MY CHARISMA WILL UNIFY A DIVIDED POLITICAL PARTY.

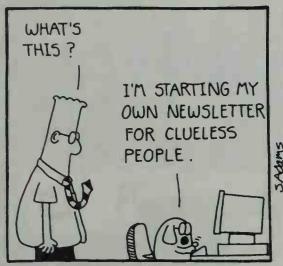


YOU'RE RUNNING AS A DEMOCRAT?

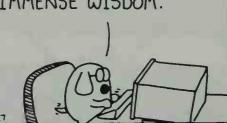


This joke made sense in 1992. Trust me.

119



THANKS TO THE TECHNICAL MARVEL OF DESKTOP PUBLISHING, CLUELESS PEOPLE WILL NOW HAVE THE BENEFIT OF MY IMMENSE WISDOM.



HOW DO YOU KNOW
WHO THE CLUELESS
PEOPLE ARE?

THEY ASK A LOT
OF QUESTIONS.

Shouldn't there be a newsletter for the clueless?



"DOGBERT'S CLUES FOR THE CLUELESS:

- 1. PROFESSIONAL WRESTLING IS ALL FAKED.
- 2. NOBODY EVER LOST
 WEIGHT ON A HOME
 EXERCISE
 DEVICE."

3. LOOKS ARE MORE IMPORTANT TO HAPPINESS THAN BRAINS

4. IF PEOPLE DON'T COMMENT
ON YOUR NEW HAIRDO,
THEY HATE IT."

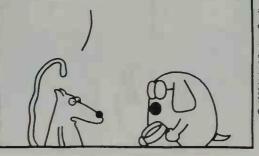


IT'S NOT HEALTHY TO READ THEM ALL AT ONCE, BOB.

500

IT'S A MIRACLE, RATBERT.
THE IMAGE OF SAINT
TED APPEARED IN MY
JAR OF PEANUT BUTTER!

SAINT TED? WHO EVER HEARD OF SAINT TED? COULDN'T YOU GET SAINT THERESA?



SHE WAS BOOKED TO A CAN
OF VARNISH IN UPSTATE
NEW YORK.

SAINT TED LOOKS LIKE A "HAPPY FACE."





If there's a Hell, I'm going there for sure.

"ALTHOUGH RAISING CHILDREN IS DIFFICULT, BE ASSURED THAT YOU WILL GET HELP FROM A POWER GREATER THAN YOURSELF."

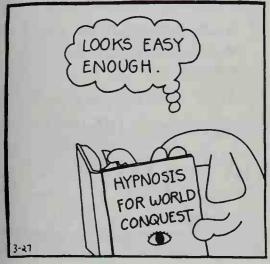


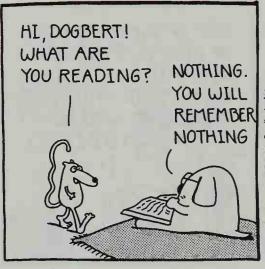
"TEACH YOUR CHILDREN
ABOUT THE HIGHER
POWER AND ABOUT
THE 'GREAT BOOK'
WHICH WILL GIVE THEM
DIRECTION."



THEY'RE CALLED "TV LISTINGS." WITHOUT THEM, YOU'RE JUST FLIPPING.

Is that the ugliest baby you ever saw?

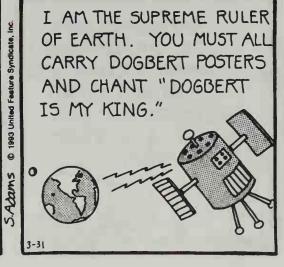


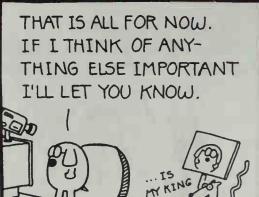


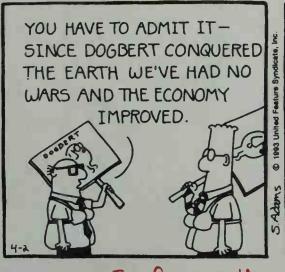


If hypnosis worked, wouldn't all the leaders be hypnotists? What if they are?

THIS IS DOGBERT... YOU ARE ALL UNDER MY HYPNOTIC POWERS...

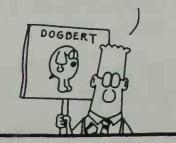






I favor the government.

IT COULD BE A COINCI-DENCE. ALL HE'S ORDER-ED SO FAR IS THAT WE CARRY HIS PICTURE AND WEAR BRASSIERES.



"Playful Despot" form of



WHAT ARE
YOU MAKING?

COMMEMORATIVE
COLLECTIBLE
PLATES.

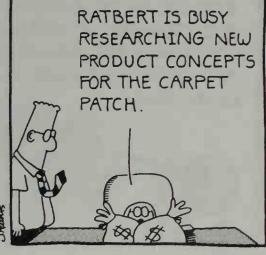
ONE OF THE MYSTERIES
OF LIFE IS THAT YOU
CAN PUT ANY PICTURE
ON A PLATE AND HORDES
OF MORONS WILL WANT
TO OWN IT.

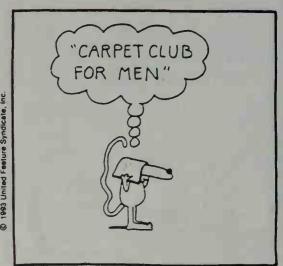
WOW! AN ACORN!
AND IT'S ON A
PLATE!

WHAT'S IT
LIKE TO BE
A MEMBER
OF A HORDE?

If I ever understand why people collect plates, I will know everything there is to know about people.







I'd buy it.



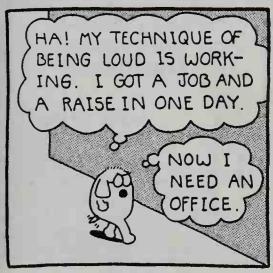
THAT WAS TOO EASY.
THERE MUST BE SOMETHING WRONG WITH
THE JOB. IT MUST
BE AN ENTRY LEVEL
JOB...



PROMOTE ME, YOU
IMBECILE!!
BAD
TREND

I WANT A RAISE!!

Dogbert continues to get aggressive. Here he's channeling the personality of a loud co-worker from my cubicle days.











WORLD HUNGER?
WHY DOES ITSAY "I
DEMAND ELIMINATION
OF THE GOVERNMENT
AND THE ESTABLISHMENT OF A DOGBERT
MONARCHY"?



Have you ever insisted on carefully reading a petition before signing? It makes the 123 a gatherers nervous.

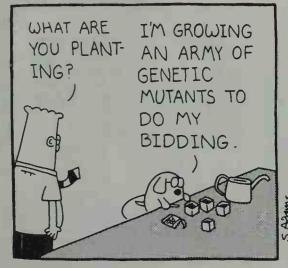


GEEZ, LISA, IT LOOKS LIKE YOU'VE BEEN HITTING THE DONUTS PRETTY HARD LATELY.



HEH-HEH...BIG
THINGS ARE
COMING MY WAY
SOON.

This concept is based on an ex-co-workers philosophy. It worked guite well.



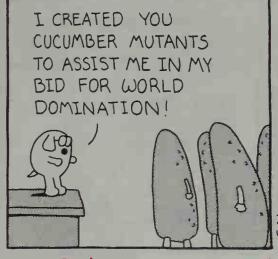
HALF MAN, HALF GIANT CUCUMBER, THESE UNTHINKING BRUTES WILL HELP ME CONQUER THE EARTH!



DIDN'T YOU TRY THIS WITH SEA MONKEYS LAST YEAR?



Here's a story line that wasn't as fun on paper as it was in my head...



BULLETIN

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

Scatt

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

... But I was working my day job and couldn't afford to throw the cartoon out and 124, do another. So I confessed.

. . . Saving Dilbert





THE BEST THING
HERE IS TO LOAD WILL THAT
YOUR POSSESSIONS COST ME
INTO MY VAN, AND
I'LL CLEAN 'EM
AT MY PLACE.

I try to make the criminals non-stereotypical and caucasian so I don't get beat up.



YOUR NEW CLEANING
PERSON LOADED IT INTO
HIS VAN AND DROVE
AWAY... OH, AND HE
SAID TO TELL YOU HE
QUIT.

I THINK WE
NEED TO REVIEW
YOUR JOB
DESCRIPTION
AS WATCH DOG.

2 end my
Check to
1348 OKE
WALNUT TO

Dogbert only seems non-dangerous.

DILBERT THE VIGILANTE





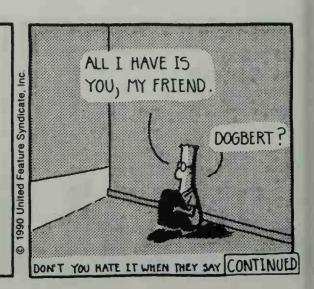
HE'S AN
IMPOSTER.
LOOK AT
HIS HAIR!

WE THOUGHT YOU'D
BEEN IN A
STREET FIGHT
WITH VIDAL
SASSOON.

A reader told me that Vidal Sassoon was actually a tough character in his -125 wilder youth. I don't know if it's true.







This was my version of a touching "Lassie" plot.



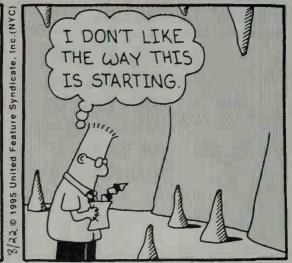




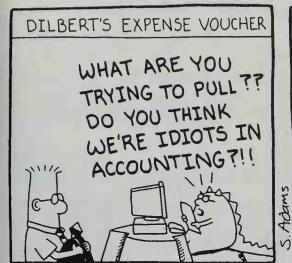
Ultimately, Dogbert will always rescue Dilbert.







Remember, stalagmites might hang from the ceiling, but they don't.



NO, I SWEAR, I THINK YOU'RE SMART BUT SADISTIC TROLLS WITH MANY HUMANOID CHARACTERISTICS.



APPARENTLY
THERE WAS
NO RIGHT
ANSWER.

I have to turn the paper upside down to draw Dilbert upside down.



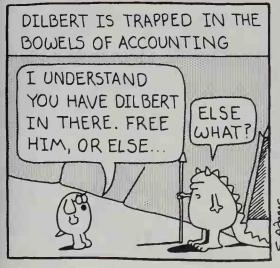
THE TRAVEL GUIDELINES REQUIRE YOU TO STUN A PIGEON WITH YOUR BRIEFCASE ON THE WAY TO THE HOTEL THEN FRY IT UP ON YOUR TRAVEL IRON.



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

TRY THE
"WOOL"
SETTING.

I love to write dialogue for two characters who are equally defective but in different ways.

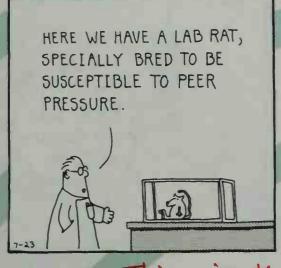


OR ELSE I WILL PUT THIS
CAP ON MY HEAD
BACKWARDS! YOUR
LITTLE HARDWIRED
ACCOUNTING BRAIN
WILL EXPLODE JUST
LOOKING AT IT.





I got lots of mail about this one. Many people didn't understand it. Others 127, loved it.





OF COURSE, THERE'S MORE
TO SCIENCE THAN JUST
HURTING ANIMALS, BUT
FRANKLY IT'S THE PART
I LIKE BEST.



This is the very first Ratbert appearance. I wasn't planning to make him a regular.



EVERYDAY YOU FEED

ME OVER A HUNDRED

POUNDS OF MACARONI

AND CHEESE . . . AT

FIRST I THOUGHT YOU

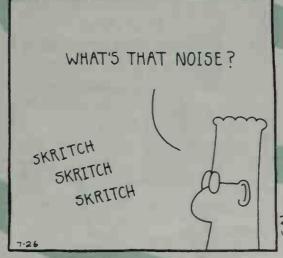
WERE JUST BEING A

GOOD HOST.

BUT LATELY I'VE
BEEN THINKING
IT COULD BE SOMETHING FAR MORE
SINISTER.

MACARONI
AND CHEESE
CAUSES
PARANOIA...

This is based loosely on the old "frogs with no legs are deaf" joke.



IT SOUNDS LIKE A RAT,
ESCAPED FROM A NEARBY
LABORATORY, CHEWING
A HOLE THROUGH OUR
FRONT DOOR TO AVOID
SURE DEATH FROM A
HIDEOUS MACARONIAND-CHEESE EXPERIMENT.

THAT'S
AMAZING.
THESE BABIES
AREN'T JUST
FOR GOOD LOOKS,
YOU KNOW.

Sometimes it's hard to review the plot so you can get to the next joke. 128

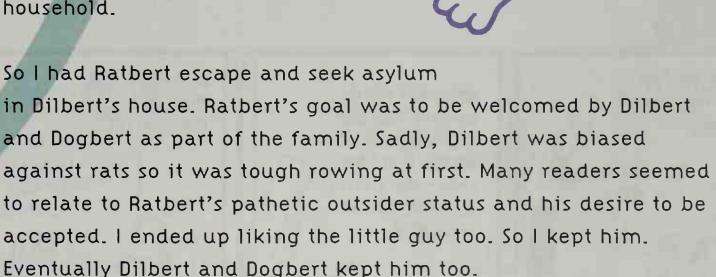
Ratbert was an unplanned addition to the Dilbert cast. It all started with one series of jokes about a gullible lab rat who thought he was being fed massive amounts of food simply because the scientist was a polite host.

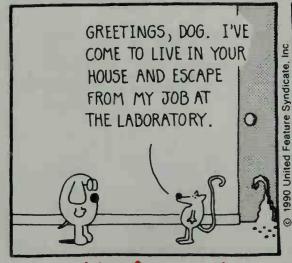
Ratbert's scientist could only afford one rat because of budget cutbacks. That meant that he had to keep Ratbert alive from one experiment to the next. (It also meant I

didn't have to draw a lot of rat "extras"

standing around in the scene.)

I like to keep my characters on the edge of awareness about their situation. In this case Ratbert was starting to get suspicious about the motives of the scientist. His innocence and exuberance were personally amusing to me and easy to write. The challenge was integrating him with Dilbert's household.





YOU COULD THINK OF ME
AS A POLITICAL EXILE
SEEKING SANCTUARY
IN A FRIENDLY EMBASSY.



I COULD
THINK OF
YOU AS A
RAT.

TREATMENT.

At first, Ratbert can't imagine why anyone would be prejudiced against rats.



SURE . . . THE FOOD WAS GOOD - AND LOTS OF IT . . . BUT I DON'T THINK THE PROFESSOR VALUED ME AS AN INDIVIDUAL .



AND A RAT
WITHOUT
RESPECT IS
LIKE ...
LIKE YOU.

I often felt like Ratbert in my cubicle maze.



HOW LUCKY FOR US. WE WERE JUST SAY-ING HOW MUCH WE NEEDED A PLAGUE-CARRYING VERMIN TO ROUND OUT THE HOUSEHOLD.

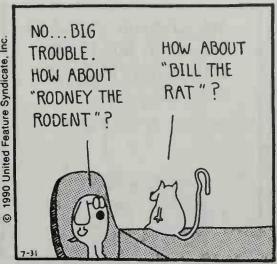


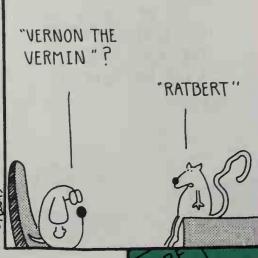
HE DOESN'T HAVE
MUCH OF A
PERSONALITY...

I USUALLY
DROWN HIM
OUT WITH THE
TELEVISION.

Dilbert is particularly closed-minded about rats.

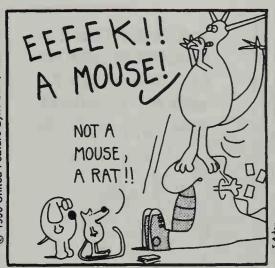






Ratbert was the first "bert" after Dogbert, thus establishing a pattern.

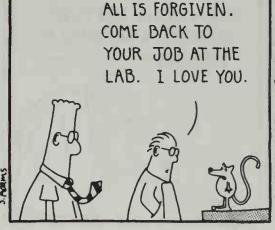






Ratbert is prejudiced against mice.

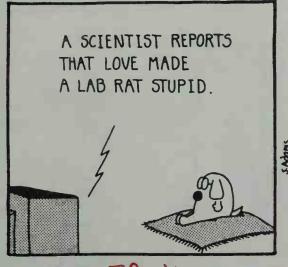
AHAA! THERE'S MY
RUNAWAY LAB RAT!
I'D RECOGNIZE
LITTLE XP-39C2.
ANYWHERE!

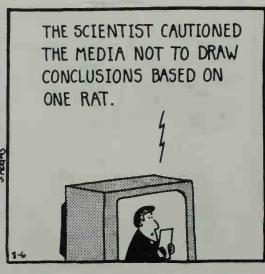


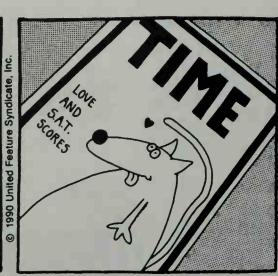
HE WAS SPECIALLY
BRED TO HAVE NO
WILL POWER.

HOLD ME.

ttere's a good trivia question: what was Ratbert's original name? 131







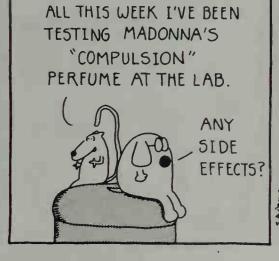
If it weren't for lack of context, there would be no news.



I ONCE PAINTED A
POUCH ON MY STOMACH
AND TOLD PEOPLE I
WAS A TINY KANGAROO

THAT'S WHEN I
FOUND OUT THAT
PEOPLE HATE
TINY KANGAROOS.

Don't you love the phrase "Tiny Kangaroos"?





132

HECK NO ... UNLESS YOU



what if perfume actually did what it promised?

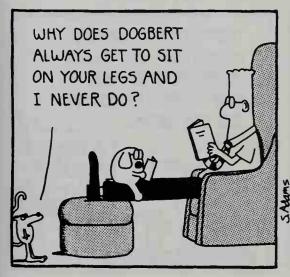


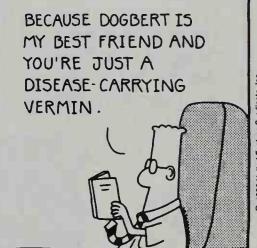


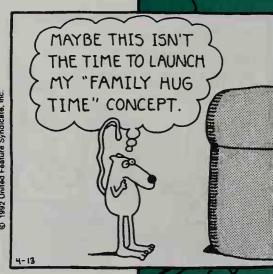
HOW ABOUT IF I
MAKE THIS FACE
AND ACT NERVOUS?

PERFECT.

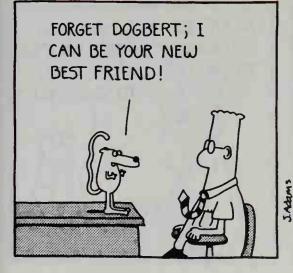
I words to live by.







Ratbert begins the full-court press for family acceptance.





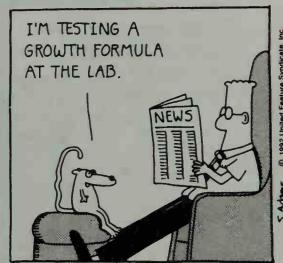




I BUILT TIMMY THE TOILET PAPER MAN. TIMMY WILL BE MY ONLY FRIEND. IT WILL BE 50 PATHETIC AND HEART-RENDING THAT YOU WILL HAVE TO LOVE ME.



I'm surprised I got away with this one.

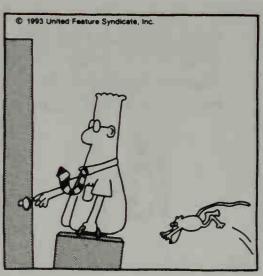


I'M 50 HAPPY. I'VE OFTEN
THOUGHT THAT THE ONLY
THING BETTER THAN A
RAT IN THE HOUSE IS
A GIANT RAT IN THE
HOUSE.

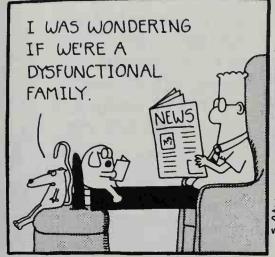


Ratbert got bigger because it was easier to draw him that way around the other characters.





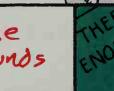




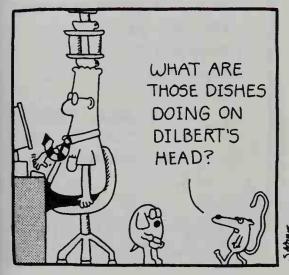
YOU'RE NOT A FAMILY MEMBER. YOU'RE A RAT WHO WON'T GO AWAY.



SUDDENLY I HAVE THE URGE TO ROB A CONVENIENCE STORE.



Ratbert is easy to write for because hers so cute. Anything he says sounds funnier because of that.



HE'S IN A VIDEO GAME
TRANCE. I'M TESTING
MY THEORY THAT HE
IS UNAWARE OF HIS
ENVIRONMENT AND HAS
NO DISCERNABLE
MENTAL ACTIVITY:







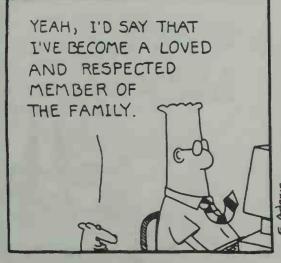
NOW I WON'T NEED TO ACT PATHETIC TO GET LOVE. I'LL GET ALL THE SPILLOVER LOVE THAT PEOPLE NATURALLY HAVE FOR DINOSAURS!



EWW! IT'S A HUGE LIZARD WITH A TALKING ZIT. I'M GONNA BE SICK. GREAT... I GOT A DEFECTIVE DINOSAUR.



Paired with Bob The Dinosaur, there's almost too much cuteness. 135

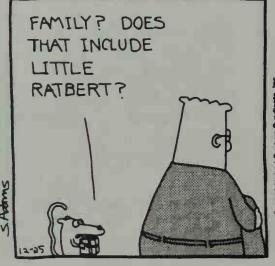


SURE, YOU HAD SOME INITIAL PREJUDICE BECAUSE I'M A RAT, BUT LOVE WON OUT.



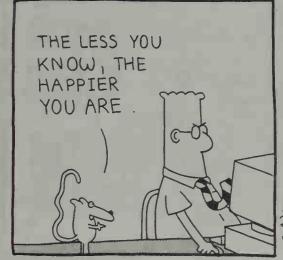
Things are looking bad for Ratbert ...







Finally, Ratbert is accepted in the family.

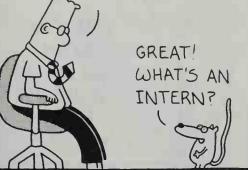


WHILE YOU STRUGGLE
WITH THAT COMPUTER,
I'M NAKED, CLUELESS,
AND F-E-E-LING
GOOD!

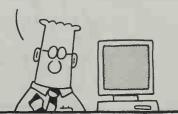


Like any family member, Ratbert is free to be annoying.

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



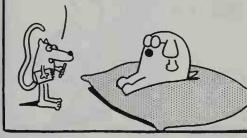
YOU'LL SPEND YOUR DAY
IN A HIGH-TRAFFIC CUBE
TRYING TO LOOK BUSY.
YOUR MAIN FUNCTION IS
TO MAKE THE REST OF US
GLAD WE'RE NOT YOU.



HOW DID PEOPLE
EVER LOOK BUSY
BEFORE COMPUTERS?

Ratbert is perfect for low-ego jobs.

I'M GOING TO INTERVIEW SUCCESSFUL PEOPLE AND WRITE A BOOK OF THEIR TIPS. I'LL START WITH YOU, DOGBERT.



SET YOUR ALARM CLOCK
TO GO OFF EVERY HOUR.
KEEP A BIG VAT OF
"JELL-O" BY THE BED.
WHEN THE ALARM GOES
OFF, STICK YOUR HEAD
IN THE "JELL-O" AND YELL
"BOY, I'M TIRED!"



BEWARE THE ADVICE OF SUCCESSFUL PEOPLE; THEY DO NOT SEEK COMPANY.

Do you think successful people tell all of their secrets?

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



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

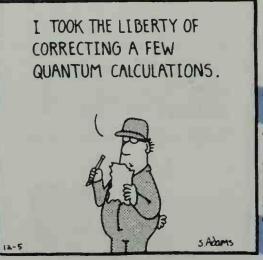


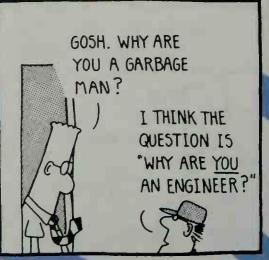
I THINK
IT'S
WORKING.

RUN FOR IT, MOM!!!

Has anyone ever been inspired by a poster?







I like the idea of geniuses existing around us in unlikely professions.



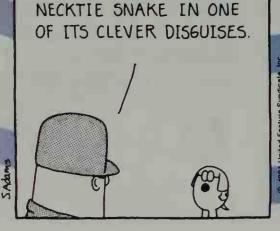




If a genius does something that doesn't make sense to me, why do I think he's wrong?

IT COULD BE A TANZANIAN







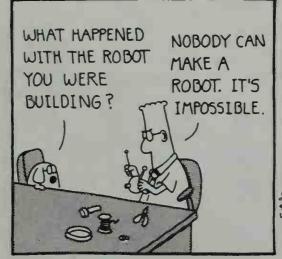
Dilbert's **Garbageman** is the world's smartest human. I like putting incongruous things together. The unanswered question about this character is why he would choose to be a garbageman if he was the smartest man in the world. But if you think about it, we wouldn't be in a position to judge anything done by the world's smartest person. Obviously his decisions would be different from our own—he's smarter! So if we don't understand why he does what he does, the problem is

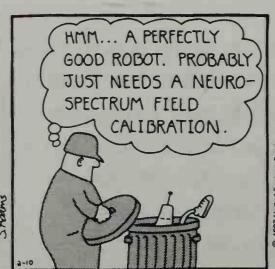


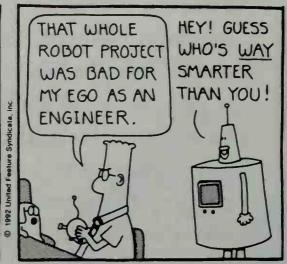
probably on our end.

SOMETIMES, DOGBERT,
LIFE PRESENTS US WITH
MYSTERIES TO FUEL OUR
SENSE OF WONDER ... IT
STIMULATES US TO REACH
BEYOND OURSELVES TO
SOMETHING
GREATER.



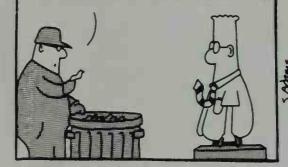






I knew a garbage man who found great stuff in the trash and fixed it up. He was literally smarter than his customers in almost every way. I admired him.

FROM THE LOOKS OF YOUR
GARBAGE, YOU'VE INVENTED
SOME SORT OF MOLECULE
BIFURCATION COMMUNICATOR.

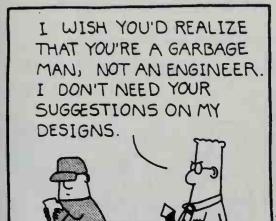


AH, YES, EINSTEIN THOUGHT THIS TYPE OF THING MIGHT WORK. PHYSICIST JOHN STUART BELL KIND OF FLESHED IT OUT IN 1964. BUT YOU'VE REALLY ADDED SOMETHING...

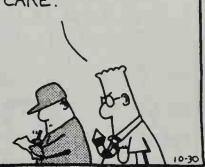


SPECIFICALLY, YOU'VE ADDED THIS CALCULATION ERROR HERE.





WHAT ARE YOU WRITING? OH YEAH, AS IF I CARE.



IF YOU NEED HELP UNDERSTANDING THAT, THE PAPER BOY WILL BE BY SOON. I'VE BEEN WORKING WITH HIM.





I get many suggestions from non-cartoonists. The worst part is that many of them are good.



YEAH, THAT WOULD BE WRONG... UNLESS THE PEOPLE YOU ZAP ARE THEMSELVES IMMORAL, IN WHICH CASE YOU WOULD BE ON THE



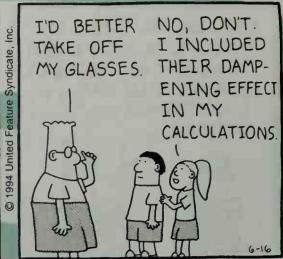
I GUESS IT'S ACADEMIC SINCE I DON'T HAVE A PHASER.



I wish I had a phaser.







I played in a co-ed soccer league. We lost every game. I kept watching my teammates instead of the ball.







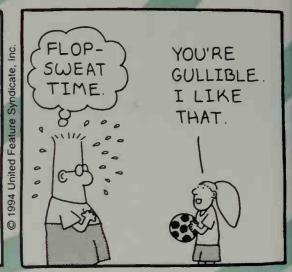
I wanted Liz to look athletic, but she looks 12 years old.

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



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





Hey, It's hard to draw soccer balls! You try it.

I created LiZ so Dilbert could experience having a girlfriend. Liz is a materials engineer and a good soccer player. She likes brainy guys and she has very big hair. That's all we know about her.

Many readers asked me to allow Dilbert to lose his innocence with Liz, so to speak. But I didn't see any way I could do that in a comic strip and get it past the editors. So I developed a secret sign. I told the people who receive the Dilbert newsletter that if Dilbert ever got lucky with Liz, I would draw his normally upturned necktie flat one day. I expected a flood of e-mail from people encouraging me to do it.

I was wrong.

The women who wrote were almost unanimous in their desire for Dilbert to get lucky. But the men were split evenly. Half wanted Dilbert to do the deed and half said, in effect, "I don't think

Dilbert should get lucky until I do."

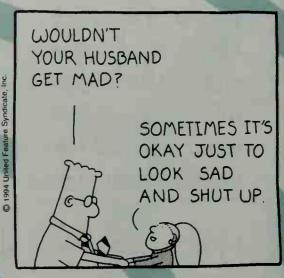
Apparently a large segment of the male population was using Dilbert as a yardstick of their own success with women and they didn't want to fall any further behind.

Now I had a problem.

I ended up finessing the situation by writing a strip with an intentionally ambiguous ending. Everyone had the option of thinking his view prevailed. Here is the lead up to the flat tie strip.





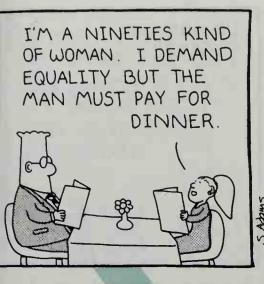


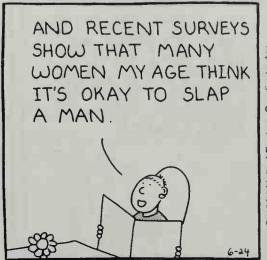






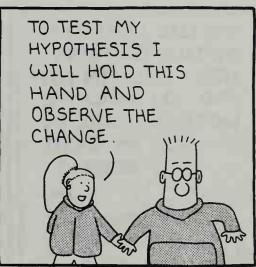
My biggest problem with Liz is that I'm not very good at drawing attractive female characters. People told me she looked twelve years old. And she never really clicked with me or the readers, so I eventually gave up on her and had her break up with Dilbert. I don't know if she'll be back.





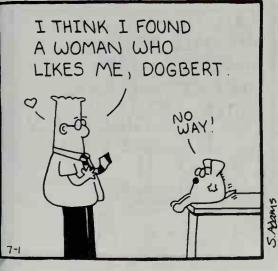




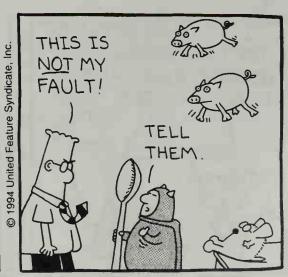




I liked the concept of Liz being a science work.









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

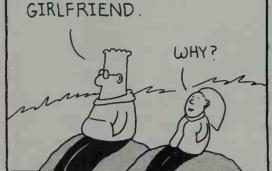


I'M 15% SHORT ?!!

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

Everyone understands the third date rule, right?

IT SEEMS ALMOST UNNATURAL FOR ME TO HAVE AN ACTUAL GIRLERTEND



IT'S LIKE WHEN THE CAPTAIN ON "STAR TREK" FALLS IN LOVE, AND YOU KNOW THE WOMAN WILL DIE IN AN UNLIKELY



HEY! WE
JUST SAW
OUR FIRST
SHOOTING
STAR!

I was toying with the idea of bumping Liz off, but this was as close as it got.

LIZ, IF YOU'RE GOING TO CONTINUE SEEING DILBERT, YOU'LL HAVE TO PASS MY TEST.



QUESTION ONE: GIVE SEVEN HUNDRED REASONS WHY DOGS ARE SUPERIOR TO CATS.



WELL, THE FIRST SIX
HUNDRED REASONS
HAVE TO DO WITH
THE FACT THAT YOU'RE
CUTER.



Liz would have to be acceptable to Dogbert.

146

I BUILT A SPREADSHEET
TO COMPARE OUR RELATIVE
QUALITIES. I'M AFRAID
I'M TWENTY PERCENT
TOO GOOD FOR YOU.
WE MUST STOP
DATING.

Liz had to like
relationship ma

I'M SO LUCKY
TO BE DATING
YOU, LIZ. YOU'RE
AT LEAST AN

YOU'RE A

TEN.

EIGHT.

NO! LOOK, LIZ, YOU HAVE
THE WRONG FORMULA IN
THIS COLUMN! THAT MUST
MEAN I HAVE HIGHER
MATH SKILLS THAN YOU!
WE'RE ALMOST EVEN!



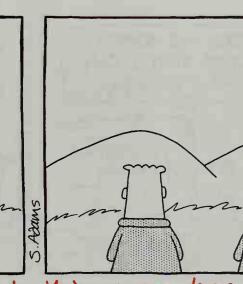
YOU LEFT THAT ERROR IN THERE INTENTION-ALLY.

MY LAST BATCH OF FLOWERS IS WILTING.

TAKE CLASSE MY GLASSE

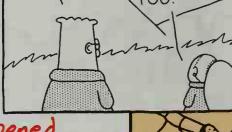


Liz had to like Dilbert's nerdiness or the relationship made no sense.

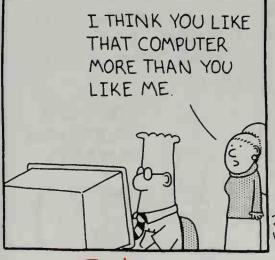


ARE WE USING THE SAME SCALE?

TEN IS THE NUMBER OF SECONDS IT WOULD TAKE TO REPLACE YOU.



I suspect this scene has happened a million times in real life.



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

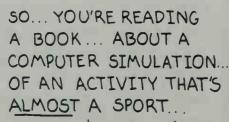
PLEASE, PLEASE DON'T ASK ABOUT THE LAPTOP.

"THAT"
COMPUTER?

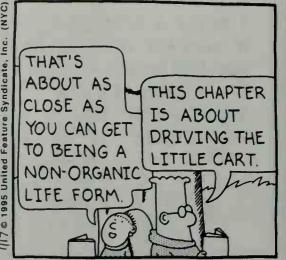
I have the cutest little laptop. I love that thing. 147







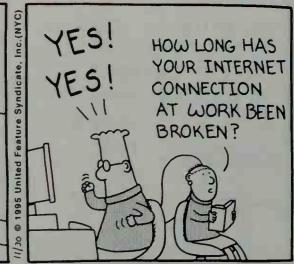




what about me? I drew a cartoon about reading a book about a simulation...

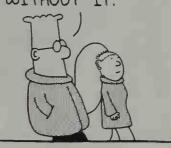




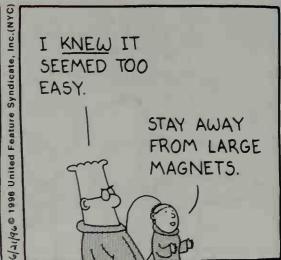


Why is the floor more comfortable than the couch?

I WAS GOING TO GET THE "BUNS OF STEEL" VIDEO BUT I'M MAKING EXCELLENT PROGRESS WITHOUT IT.

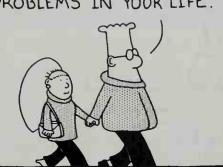




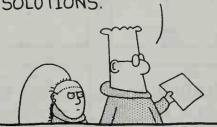


THE COMPLIED THOSE IN THE COMPLETE THOSE

IN THE YEAR THAT WE'VE DATED, LIZ, YOU'VE OFTEN MENTIONED VARIOUS PROBLEMS IN YOUR LIFE.



I HAVE COMPILED THOSE PROBLEMS INTO A LIST OF REQUIREMENTS AND DEVELOPED A COMPREHENSIVE SET OF SOLUTIONS.

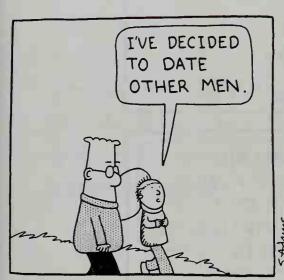


HOW
THOUGHTFUL.
I DIDN'T
EVEN KNOW
I WAS
BROKEN.

NO, NO, NOT BROKEN ... JUST A BIT BUGGY.







NOOO!!!

DON'T

BREAK UP

JUST WANT

WITH ME!

TO DATE

OTHER MEN

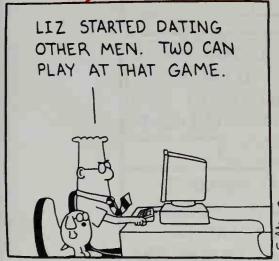
AT THE SAME

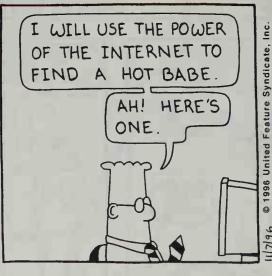
TIME.

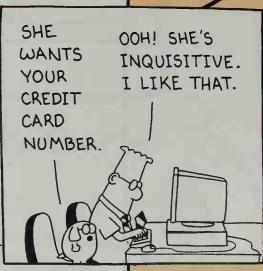
I AM
NOT
HAPPY
RIGHT
NOW.

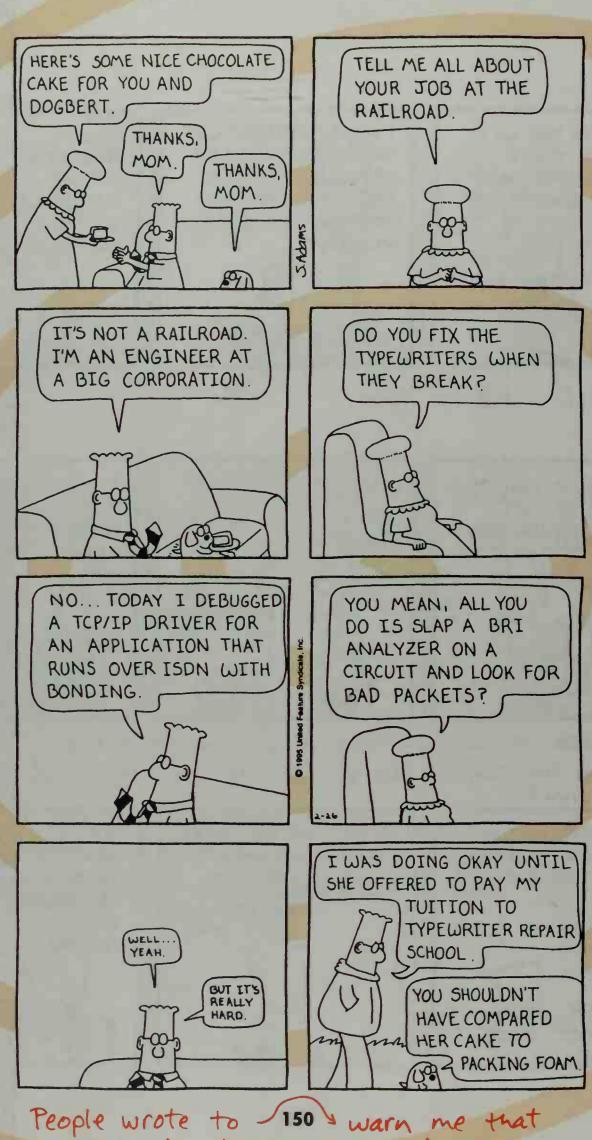
SPARE.

I know a woman who threatened her boy-friend by saying she would get an "additional" boyfriend.









chocolate is dangerous for dogs.

Mom and Dad Dilbert's mother-"The Dilmom," as some readers call her—is one of my favorite characters. She gives us an idea where Dilbert got his skill with technology. On the outside she's a cookie-baking, fifties sort of woman. But she reveals in small glimpses an incredible depth of technical skill and understanding.

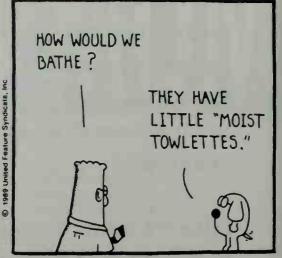
Dilbert's father has never been seen in the strip, only referred to. He has been at the all-you-can-eat restaurant in the local mall for years. He won't leave until it's "all he can eat." The restaurant is open 24 hours a day so it has been a

standoff so far. Dilbert gets his brains from his mother's side and his literalness from his dad. Put them together and you have a

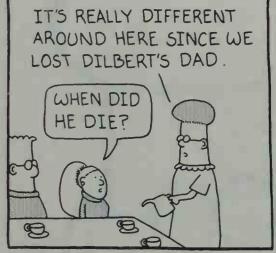
perfect engineer.



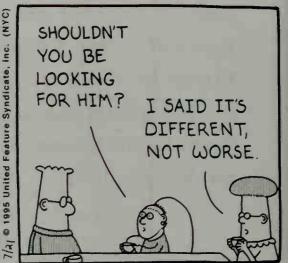




You just need lots of them.







That's her hair, not a weird hat.



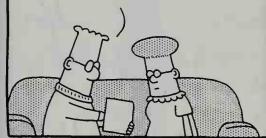
I CAN'T BELIEVE YOUR FATHER HAS BEEN LOST AT THE MALL SINCE 1992!

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

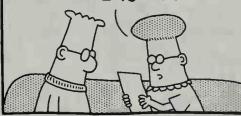


You can't tell if they're pulling Liz's leg. Even I don't know.

MY COMPANY ASKED ALL EMPLOYEES TO ACT AS SALESPEOPLE TO FRIENDS AND FAMILY. I THINK YOU COULD USE THIS, MOM.



WHY WOULD I NEED A PRIMARY RATE CIRCUIT? I'VE ALREADY GOT A FRAME RELAY DROP TO MY WEB SERVER IN THE SEWING ROOM.



THIS IS GOING TO BE A TOUGH SALE.

WE'RE

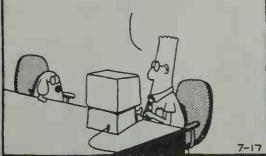
FOR A

SALE.

WAITING

I try to make sure the reader doesn't need to know the technology to get the point. But it's funnier if you realize Dilmom has a good point.

MY COMPUTER SIMULATION
WILL DETERMINE, ONCE AND
FOR ALL, THE REAL REASON
DINOSAURS BECAME EXTINCT.



WAIT... ACCORDING TO THIS, IT WOULD BE ALMOST IMPOSSIBLE FOR ALL DINOSAURS TO BE EXTINCT.

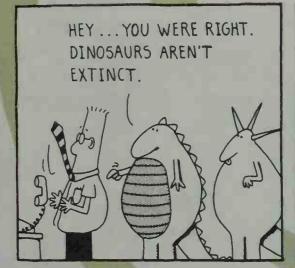


... HIDING.

YEAH? JUST
TRY TO FIND
US.

SHHHH!

The strip wasn't doing too well in 1989, so I was looking for a hook to draw people in.



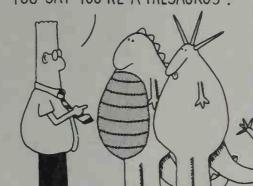
I'M BOB. SHE'S DAWN.
WE WERE HIDING IN YOUR
HOUSE.

ONLY ONE KIND
OF DINOSAUR
COULD HIDE
THAT WELL...

ONLY ONE KIND
OF DINOSAUR
CORRECT: A
NOBODYSAURUS.

Everyone loves dinosaurs, right?

...50 DAWN HERE IS A NOBODYSAURUS, AND BOB, YOU SAY YOU'RE A THESAURUS?



HA HA! NO, THE "THESAURUS" LINE IS JUST AN OLD DINOSAUR JOKE.

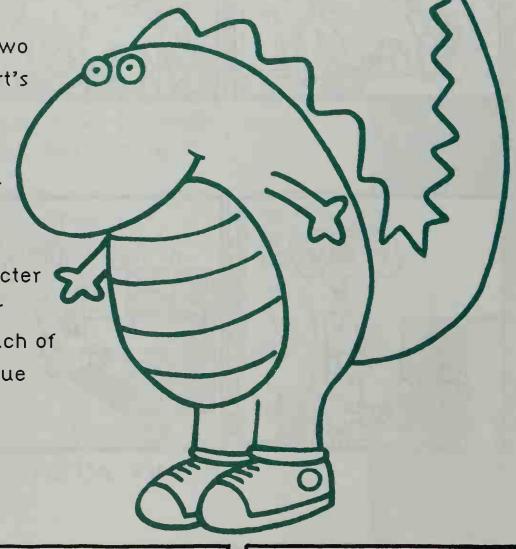


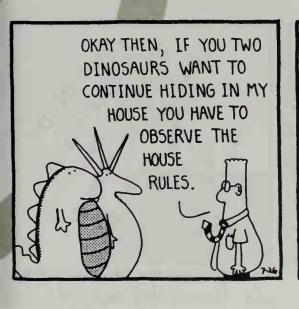
I'LL BET YOU WERE
A RIOT IN THE
MESOZOIC ERA. EAT HIM,
BOB.

Dawn is the name of a friend or 154 mine who has non-human thoughts on a regular basi

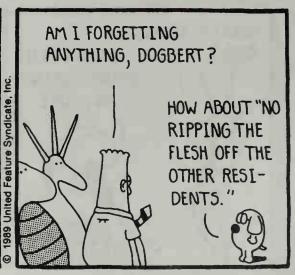
Bob, Dawn, and Rex the Dinosaurs emerged after Dilbert calculated it was impossible for all dinosaurs to be extinct—therefore they must be hiding. And they were, in people's houses. Dinosaurs turned out to be smaller than we thought and able to hide very effectively.

Bob and Dawn were the two dinosaurs living in Dilbert's house. Later they gave birth to little Rex. Bob is dumb and easily excited. His favorite activity is giving wedgies to people who deserve it. His character is more fun than Dawn or Rex, so you won't see much of Bob's family. They continue to hide.

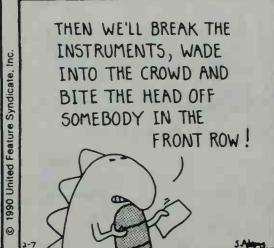




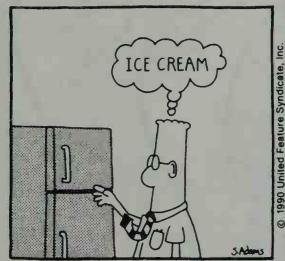


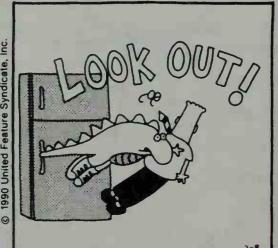










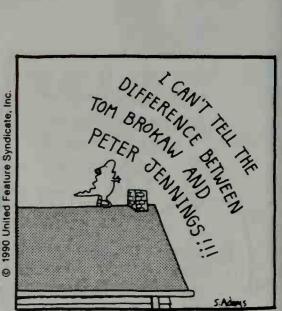




A rare action sequence.



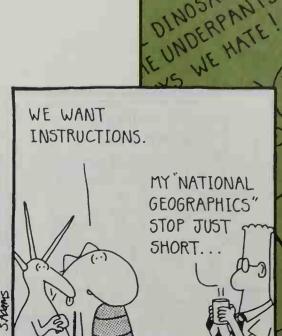




I used to have that problem.







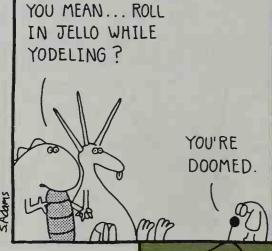
E UNDERPANTS

5URPRISES

If nobody taught humans how to mate, could they figure it out on their own?

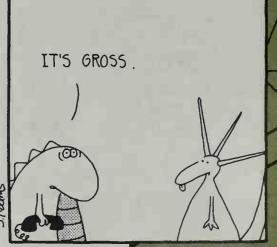












The reference desk librarian knows everything! NOW HE







Dinosaurs invite dumb jokes. It's not my fault.



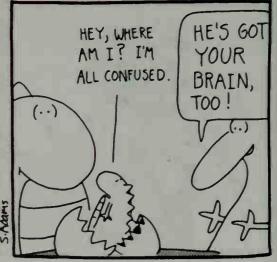




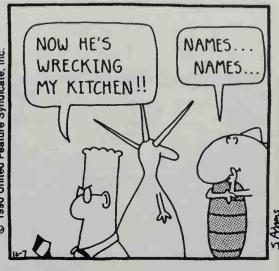
I'm glad I wasn't born in an egg. It looks uncomfortable.







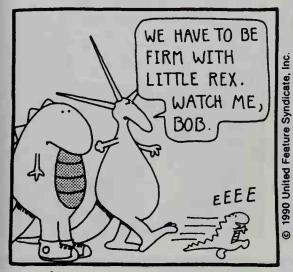






DINOSAUK WILL

is the name I would give myself that were a graceful option.







I just realized today is Father's Yikes! and haven't called home yet! (Really.)





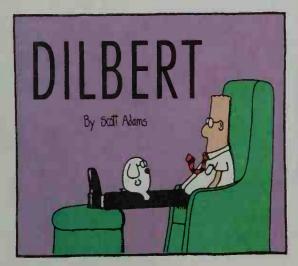


YOUR

OF

I stopped listening to adults when I was about Ten. I still don't. 159

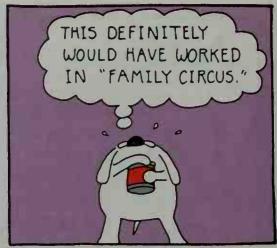
NOW HE DRIVES · DEEM



















SPECTON SAUR WILL DINOSAUR WILL SUNDERPANTS!





IT'S NOT AS MENACING AS KARATE, BUT YOU HAVE TO LOVE THE EXPRESSIONS ON THEIR FACES.



Maybe Bob is a "Wedgie-sore-ass."

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

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



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



The tongue really sells this one.

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



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



YEAH - THE COMMUNITY OF THINGS THAT GO "SQEAK" WHEN I STEP ON THEM.



THAT'S SO FUNNY I FORGOT TO LAUGH.

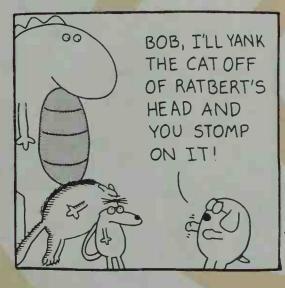








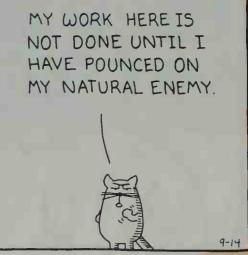
This is the first appearance of cathert.

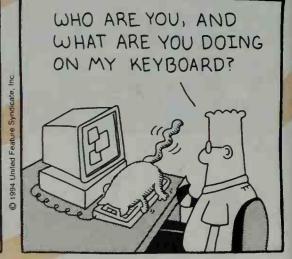












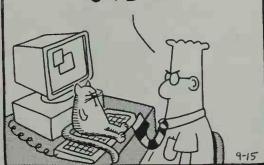
Cat owners understand that cats love to get on keyboards, other people 162 were confused by this one.

Catbert was introduced for one series of strips involving an attack on Ratbert. I had no plans to keep the cat character. When readers saw him they wrote hundreds of e-mail messages requesting "more Catbert." The funny thing was, I had not named this character, yet everyone referred to him as Catbert. It seems to me that when hundreds of readers spontaneously and unanimously name a character for you, it's a good idea to keep him.

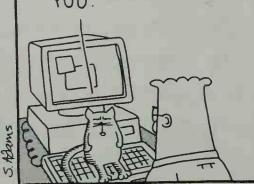
The challenge was figuring out how to integrate Cathert into the **Dilbert** world. I didn't want him to live under Dogbert's roof, and most of the action was happening in Dilbert's office. One day in the shower, inspiration came. I decided to make Cathert the

Director of Human Resources at Dilbert's company. It's the perfect fit. Like H.R. directors, cats don't care if you live or die. And they enjoy playing with you before downsizing you.

GET OFF OF MY KEYBOARD, CAT, OR ELSE!



WATCH ME ACT LIKE I DON'T EVEN HEAR YOU.





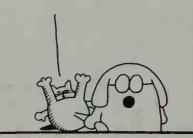
Cathert is fashioned after my fat gray cat, Freddie.

YOU HAVE TO GO, CAT. YOU HAVE NO VALUE TO US.



Nams

ACTUALLY, MY MERE EXISTENCE WILL WIDEN YOUR DEMO-GRAPHIC APPEAL AND MAKE YOU IMMORTAL.



OH. . . A
CAT. THAT'S GIVE IT
ORIGINAL. A REST,
"MICKEY."

I worried that adding a cat was not very original. But then I realized nothing else in the strip was original either, so I got over it.

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



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



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



Cathert has become a virtual mascot for Human Resources employees.





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

his back just

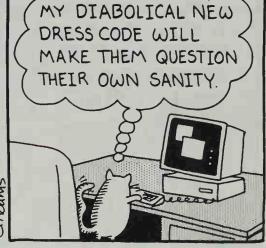
Those aren't stripes on his back, just shading.







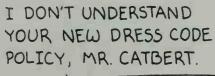




... SO, CASUAL CLOTHES
DON'T LOWER OUR STOCK
VALUE ... BUT ONLY IF
WORN ON FRIDAYS...
UNLESS SOMEBODY SEES
US... GOT IT?

I THINK I'M INSANE.

I know the concept of dress codes was invented by a cat. 165





IT'S SIMPLE. FRIDAYS
ARE "CASUAL." BUT
YOU CAN'T WEAR JEANS
BECAUSE JEANS LOOK
GOOD AND FEEL GOOD
AND YOU ALREADY OWN
SEVERAL
PAIRS.



who decided that jeans are not business clothes? It seems like a random decision to me.





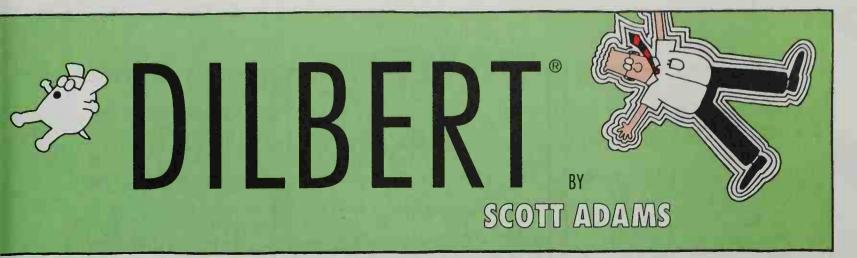




WE'RE GIVING YOU
A REAL BOSS PLUS A
"DOTTED LINE" TO
ANOTHER BOSS WHO
HAS DIFFERENT
OBJECTIVES.



Many employees have been plagued by "dotted line" bosses. I know I was. 166



















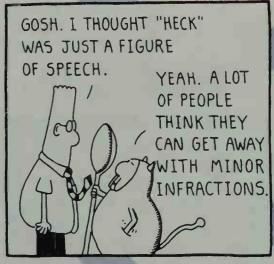
The "Total Compensation" concept is pulled from real life. It sounds much -> 167 -> better than "pay cut."







This is the first strip with Phil, The Prince of Insufficient light.







I KNEW THAT WOULD

COME BACK TO HAUNT

Can you tell he's holding a big spoon? It's not as scary as a pitchfork.







Phil, The Prince of Insufficient Light

In my first year of syndication I tried to introduce Satan as a regular member of the Dilbert cast. My editor at United Media wisely advised against anything that would make me look like a Satan-worshiping cartoonist. (It doesn't take many complaints for a newspaper editor to decide to drop a new strip.) But I really wanted the devil character so I argued my case. After some negotiations, I ended up compromising and softening the character to its current form—Phil, Ruler of Heck, Prince of Insufficient Light. He wouldn't damn you, but he might darn you for minor infractions.

Oddly enough, the stripped-down, compromised version of Satan was much more interesting than the real thing would have been. So I'm quite pleased with the result. And to date I have not been accused of being in league with Phil, so it all

169

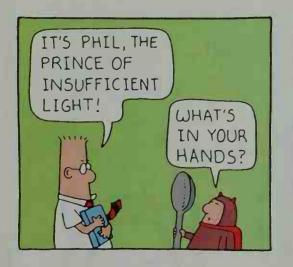
worked out.

Dilbert after Phil's introduction were confused by his occasional appearance. A number of people noted the facial similarity to the Pointy-Haired Boss and wondered if he was related. In truth, I just can't draw that many different faces, but I liked the suggestion that they might be brothers. And so it was revealed that in fact they are. I'm nothing if not flexible.













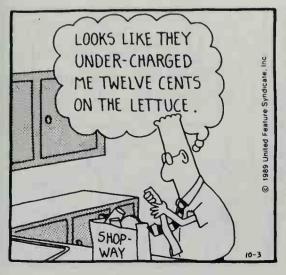
YOU'VE MADE A
MOCKERY OF THE
SYSTEM! I DARN
YOU TO HECK!



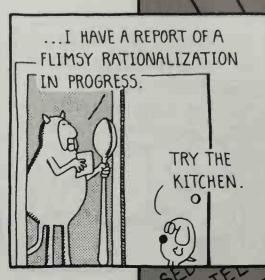


Sometimes this has a cape because I forget he isn't supposed to have one. 170

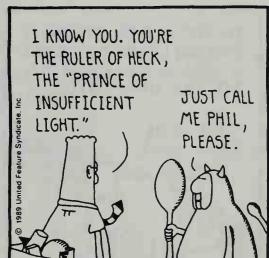
O 1994 Unied Feature Syndicate and



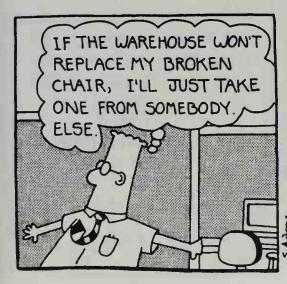








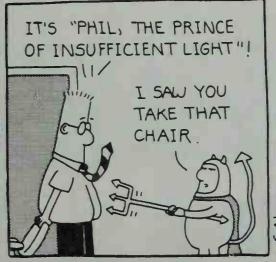




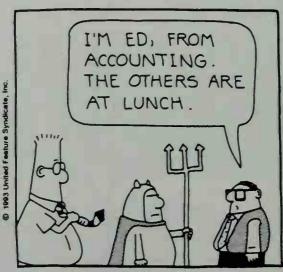




There's that cape again! And I forgot the spoon!



I SUMMON ALL THE
DEMONS AND TROLLS
OF HECK TO COME
FORTH AND PUNISH
YOU NOW!!!

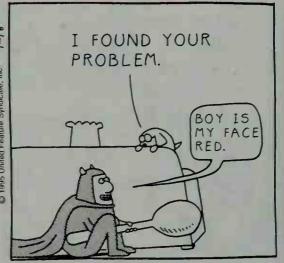


I even forgot to make his tail unpointy.

I CAN'T DECIDE IF I SHOULD STAY WITH ENGINEERING OR PURSUE A CAREER IN MANAGE-



IN MY HEART I'M AN ENGINEER BUT I HEAR A VOICE CALLING ME TO THE DARK SIDE.



A lot of readers were confused by this strip. They hadn't seen Phil for a long time and the spoon was drawn so poorly it wasn't recognizable.

COME TO THE DARK SIDE, DILBERT. RENOUNCE ENGINEERING AND BECOME A MANAGER.



YOUR TECHNICAL KNOWL-EDGE IS GETTING STALE. YOU'RE BECOMING A GENERALIST... TAKE THE EASY PATH.



I BROUGHT YOU A SUITE OF APPLICATIONS THAT ALL WORK TOGETHER.



Here I was using a computer font for lettering, which is a minor sin itself. 172



I AM PHIL, THE PRINCE OF INSUFFICIENT LIGHT! I DARN YOU TO HECK!!!



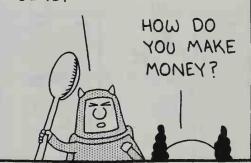
YOU WERE SOMEBODY BROUGHT POTATO SALAD. GIVE ME YOUR SPOON.

Philis jown lines have disappeared, just as the bossis did.

MOM WANTED ME TO BE A MANAGER LIKE YOU. BUT I CHOSE MY OWN PATH.



I BECAME PHIL, THE RULER OF HECK, THE PUNISHER OF MINOR SINS!



CORPORATE SPONSORSHIP.
"PROCTER AND GAMBLE"
PAYS ME TO STAY AWAY
FROM THEM.

YOU SHOULD SELL A LINE OF HOME-EXERCISE SPOONS.

SEPARAT

The brothers have a reunion.

THIS IS PHIL, RULER OF HECK, WITH A SPECIAL OFFER FOR MY PATENTED "EXERSPOON."



YOU CAN DO OVER SEVEN MILLION EXERCISES WITH THE "EXERSPOON!" IT EVEN TRIMS PROBLEM AREAS!



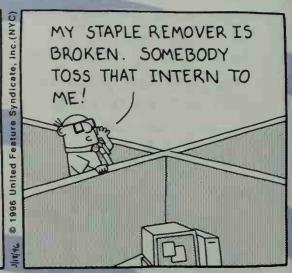
AND THANKS TO THE INNOVATIVE SPOON SHAPE, STORAGE IS A BREEZE!



I argued with my editor that nobody would think this cartoon is → 173 → obscene.







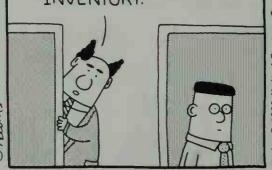
Asok is named after a friend of mine from Pacific Bell. A more common spelling is Ashok.

ASOK THE INTERN

AS AN INTERN, YOUR
ASSIGNMENTS WON'T
BE AS GLAMOROUS AS
MINE, BUT YOU'LL
GATN EXPERIENCE



DILBERT, I NEED A STATUS REPORT ON THE MOUSE PAD INVENTORY.



SEE? MY ASSIGNMENT
HAS THE WORD "STATUS"
BUILT RIGHT IN.

DANGER!
ALERT!

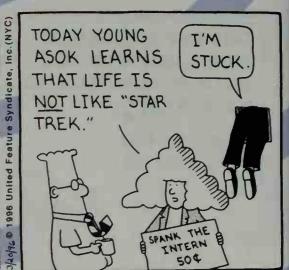
I remember my own gradual increase in awareness about the work world.

ASOK THE INTERN

ASOK, COME QUICKLY! IT'S AN EMERGENCY!



YOU MUST CRAWL THROUGH
THE JEFFRIES TUBE
AND SHUT DOWN THE
FURNACE BEFORE IT
FRIES US ALL!



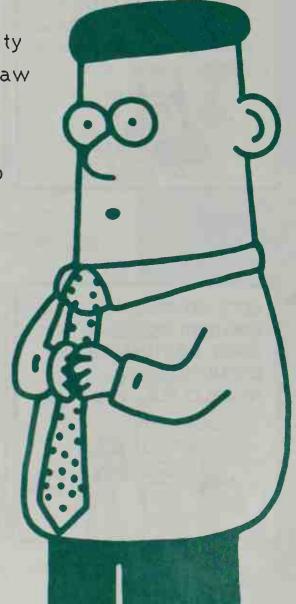
I spelled "Jeffries" tube wrong. I was guessing. 174

Asok, pronounced ah-shook, was introduced to satisfy the hordes of interns who wrote to request their own character. Asok is brilliant, but as an intern he is immensely naive about the cruelties and politics of the business world. The regular cast members have fun at his expense, as is common with most interns.

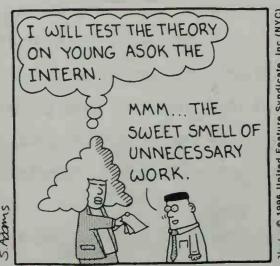
Asok is from India, but I haven't mentioned that in the strip yet. Only the name gives it away. Prior to Asok, I had intentionally avoided any racial diversity in the primary cast because I only like characters who have huge, gaping character flaws. The world is far too sensitive to let me get away with a highly flawed minority member.

Asok was a good way to tiptoe into the diversity water and test the temperature. Asok's only flaw is his lack of experience, which is obviously temporary. That's as cautious as you can get. But predictably, I have been flamed to a crisp for my alleged "negative stereotype of people from India."

I'm keeping Asok, flames and all. And if I get any more complaints I think I'll turn him into a drug smuggler. I've never been good at playing defense.







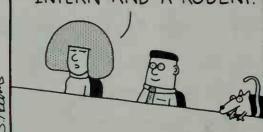


Men do have an instinct about unnecessary work. It only looks like we're lazy.

I WANT YOU THREE
TO WRITE THE DEPARTMENT NEWSLETTER.
IT'S AN IMPORTANT,
HIGH-PROFILE ASSIGNMENT.



I AM AN EXPERIENCED TECHNICAL WRITER. YOU HAVE PLACED ME ON A PROJECT WITH AN INTERN AND A RODENT.



MY NEXT
RAISE WILL
DEPEND ON
THEIR
PERFORMANCE.
SPORTS
PAGE!
PAGE TWO.

LET'S GET ONE THING STRAIGHT BEFORE WE START WRITING THE DEPARTMENT NEWSLETTER...



I'M AN EXPERIENCED
TECHNICAL WRITER. YOU
ARE AN INTERN AND
A RAT, RESPECTIVELY.
THEREFORE I WILL BE
THE EDITOR.



I HAVE NO
SKILLS WHATSOEVER. THEREFORE I'LL BE
EXECUTIVE
EDITOR.



Fortunately, my publishers think this is funny.

IT HAS COME TO MY
ATTENTION THAT 40%
OF YOUR SICK DAYS ARE
ON FRIDAYS AND MONDAYS.
THIS IS UNACCEPTABLE.



HA HA HA!!!

THAT'S A

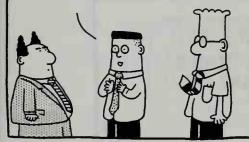
GOOD ONE!!!

PLEASE
TELL ME WELCOME TO
HE WAS HELL, KID.
KIDDING.

DIAM

Probably half of the people who read this didn't realize 40% is exactly normal. others thought I didn't realize it.

MY IDEA IS THAT EVERYONE SHOULD BE REQUIRED TO USE SMALL FONTS. THAT WAY WE'LL SAVE DISK SPACE.



AND I'VE NOTICED THAT MANY PEOPLE USE ENTIRE COLONS IN SITUATIONS WHERE A SEMICOLON WOULD DO JUST FINE.

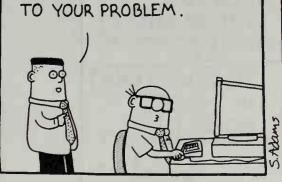


YOU'RE RIGHT. THAT WAS FUN.

THE REAL FUN
IS WHEN HE
DESCRIBES HIS
NEW IDEAS
AT THE NEXT
STAFF MEETING.

Some readers did tests and found out that small fonts do save space, but not much.

I AM ONLY A LOWLY INTERN, BUT I SEE AN OBVIOUS SOLUTION



JUST CLICK HERE...
CLEAR YOUR BUFFERS
AND INITIALIZE
THE LINK... NOW USE
THIS CODE PATCH FOR
THE MEMORY LEAK.

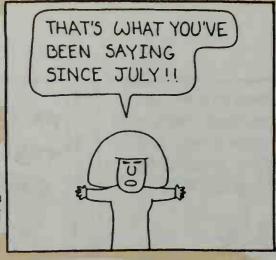


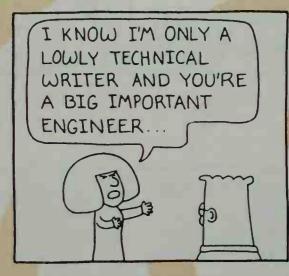
THIS IS FUNNY IF
YOU CONSIDER THAT
YOUR SALARY IS
TWICE AS MUCH
AS MINE.

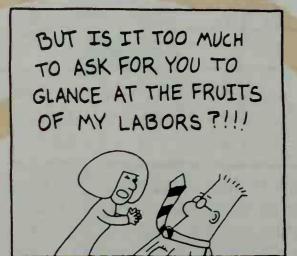
I'M LAUGH

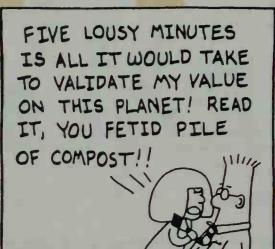




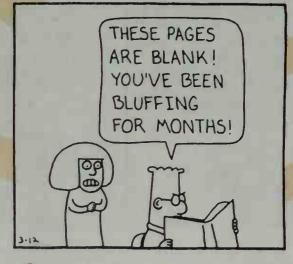














Technical writers 178 get no respect.

Tina the Technical Writer Do you know anyone who takes personal offense at everything you say, even if you're talking about the weather? I do. That's why I created Tina—to vent some of my frustration at people like that. I labeled her "brittle" as a shorthand for her tendency to be easily offended.

I wanted some gender balance in the strip so I made Tina female. And in order for Tina to fit into Dilbert's office I needed to give her a job. So I made her a Technical Writer. (The job involves translating technical jargon into clear writing for instruction manuals, technical reports, and that sort of thing. Most engineering offices have at least one Technical Writer.)

When Tina first appeared in the strip my e-mail turned into a river of flame. Technical Writers blasted me for maligning their profession. Women and men alike blasted me for what many considered a negative stereotype of women.

I knew I had a winner here.

I was fascinated by the accusations that Tina was a "too stereotypical" female character. It raises a couple of interesting questions:

- 1. Who says "brittle" is a female stereotype?
- 2. Is it possible to create a nonstereotypical character?

Apparently there's a list of stereotypes somewhere and under the female column is the word "brittle." I was unaware of this list. I can't say it squares with my own observations.

My mother was my most formative female influence. She was born of farmer stock. Mom could put a bullet through a deer's forehead at 300 yards, and did. In fact, she kept a loaded rifle behind the kitchen door to blast bunny rabbits that ventured near our garden. When she wasn't gunning down innocent mammals she was hitting baseballs to my brother and me, or beating us in tennis, or tooling around on her motorcycle.

So what is this "brittle" thing I keep hearing about?

Okay, let's say the critics are right and Tina is "too stereotypical." That brings us to the next question. What would a nonstereotypical character be like? As someone from China once warned: "Be careful what you wish for. You might get it."

Just to stir up trouble, I created Antina (the ANtidote to TINA). Antina didn't dress like a stereotypical woman, didn't talk like a stereotypical woman, didn't have a body like a stereotypical woman, and didn't have stereotypical female interests.

My e-mail caught on fire again. This time I was accused of making fun of lesbians. Obviously there was no safe ground in this game.

After I had my fun I got rid of Antina—she was a one joke character—but I kept Tina and will be broadening her personality over time.

That's the only antidote to accusations of stereotyping, but it takes awhile to get there.

TINA, YOU'LL HAVE TO HAVE ALL THE DOCUMEN-TATION WRITTEN BY NEXT WEEK SO WE CAN SHIP IT WHEN THE SOFT-





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



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



It's common to write documentation for things that don't yet exist. As you might guess, it's frustrating.



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



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



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



water here.

figured I was wading into dangerous

DOGBERT TWEAKS TINA THE BRITTLE TECH WRITER.

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





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??





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

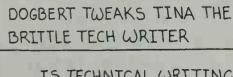
THE "THREE STOOGES"? WHY ARE ALL OF THE DOCU-MENTARIES ABOUT MEN ??!





Controversy is good. That's





IS TECHNICAL WRITING THE SAME AS WORD PROCESSING?



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



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



This is a pet peeve of Technical Writers.

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





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.

sadly, choice "D" was very popular.

A WHILE BACK I ASKED FOR OPINIONS ABOUT THIS NEW CHARACTER, "TINA THE BRITTLE TECH WRITER."



RESULTS

MOST PEOPLE, INCLUDING
NEARLY ALL SELF-DESCRIBED
FEMINISTS, SAID KEEP
HER. BUT THERE WERE
MANY REQUESTS TO ADD
"NON-STEREOTYPICAL"
FEMALE CHARACTERS
FOR BALANCE.



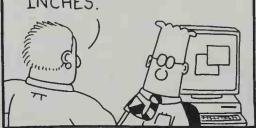
IN THE IS ANYBODY INTEREST UP FOR SOME OF BALANCE MATH?
I GIVE YOU
"ANTINA."

A COL

HI, I'M ANTINA THE NON-STEREOTYPICAL WOMAN.



THAT COMPUTER MONITOR
YOU'RE USING IS
SUPPOSED TO BE 17
INCHES. BUT IT'S
MORE LIKE 16.5
INCHES.



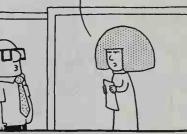
I TOOK THE COFFEE MACHINE APART JUST FOR FUN — WANT TO SEE?





The hidden joke is that Dilbert's tie is flat by the third frame. I'm not sure what it means.

WALLY, I'M HOPING YOU'LL AGREE TO WRITE ABOUT YOUR PROJECT FOR THE NEWSLETTER...



AND IN THE GRAND
TRADITION OF ENGINEERING, I EXPECT YOU'LL
GIVE THIS THE LOWEST
PRIORITY, THUS MAKING
ME DESPISE YOU.



SO... ARE YOU SAYING YOU DON'T DESPISE ME NOW?



WE ARE NOT HAVING A "MOMENT"



Nobody complained that Wally was being a stereotypical male here.

PERFORMANCE REVIEW

YOUR MAIN ACCOMPLISHMENT
WAS THE DEPARTMENT
NEWSLETTER WHICH WAS
BOTH UNINTERESTING AND
UNIMPORTANT. YOU GET
NO RAISE.



THE NEWSLETTER WAS YOUR IDEA, AND IT'S BORING BECAUSE MOST OF THE ARTICLES ARE CONTRIBUTED BY MY IDIOTIC COWORKERS.



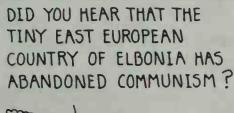
YOU DON'T SEEM TO UNDERSTAND THE VALUE OF TEAM-WORK.

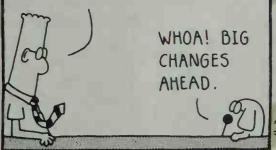
I UNDERSTAND
ITS VALUE;
IT JUST COST
ME A TWOPERCENT
RAISE.

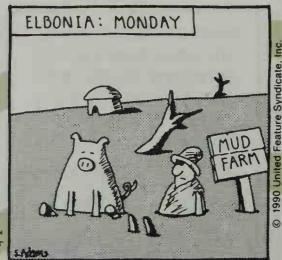


This is another Technical Writer's pet peeve.











the first glimpse of the Elbonian This was culture.

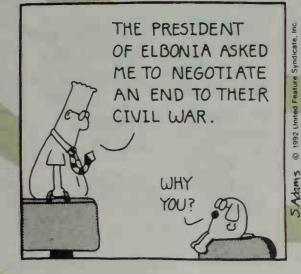
THE TINY NATION OF ELBONIA HAS ERUPTED IN CIVIL WAR.



WHAT CAUSED YOU TO TURN YOUR WEAPONS ON YOUR OWN PEOPLE ?



like the idea of an entire country of idiots.



NO DOUBT HE WAS IMPRESSED BY MY DIPLOMACY WHEN I WAS I JUST WISH I DIDN'T HAVE TO FLY ON ELBONIA

AN ECONOMIC ADVISOR ... AIRLINES.

ELBONIA

... AT HIS WEIGHT, WE CALC-ULATE THAT ELBONIA AIR-LINES WILL FLING HIM RIGHT ON THE REBEL LEADER.

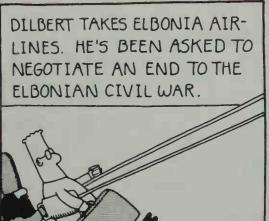


Elbonians Elbonia is an underdeveloped country that comes in handy when I want to involve a foreign location in the strip without hurting my sales of Dilbert overseas. People think I have some specific country in mind when I write about Elbonia, but I don't. It represents the view that Americans have of any country that

doesn't have cable television—we think they all wear fur hats and wallow around in waist-deep mud.

Some people think the Elbonians are surrounded by snow, but it's mud. I can't color the mud because the Elbonians have shaded clothing and I'd lose the contrast. It's one of those bothersome trade-offs that untalented cartoonists have to make. If you want to think of it as snow, that's okay too.

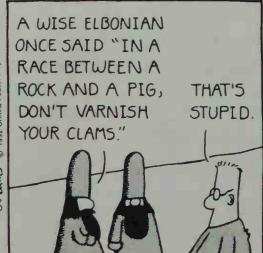


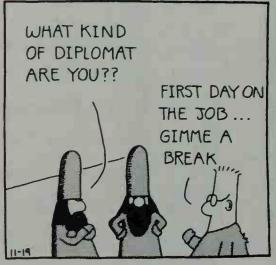




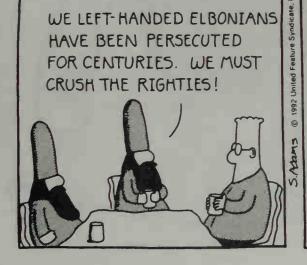




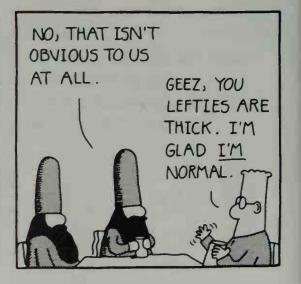




Engineers would not be good diplomats.



DON'T YOU SEE THAT IT'S
ONLY AN ARBITRARY
DISTINCTION? ISN'T IT
OBVIOUS THAT PEOPLE ARE
THE SAME NO MATTER
WHAT HAND THEY FAVOR?





YOU'VE BEEN LOVING YOUR ANIMALS AND FIGHTING EACH OTHER. A CIVILIZED COUNTRY SHOULD SLAUGHTER THE ANIMALS AND SIMPLY DISCRIMINATE ECONOMIC-



HOW DID

MY SPEECH

GO OVER?

I THINK THE

SECRETARY OF

STATE WAS A

BIT PUT OFF.

I'll take a animals.

any excuse to draw



AFTER YEARS OF BEING
THE ONLY FEMALE ENGINEER I'LL ENJOY WATCHING THE ELBONIANS
DISCRIMINATE AGAINST
YOU GUYS.



I DIDN'T REALIZE YOU HAD COFFEE WENCHES IN THIS COUNTRY



IN THIS COUNTRY
WE HAVE A CUSTOM
WHEN MEN ASK
WOMEN TO FETCH
COFFEE.



STAND UP...
THAT'S IT...
NOW THIS
WILL REALLY
SURPRISE
YOU.
OH
GOD

I'VE NEVER SEEN

ANYBODY GET THAT'S

KICKED INTO GOTTA

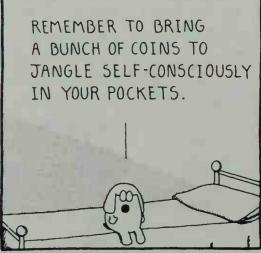
HIS HAT

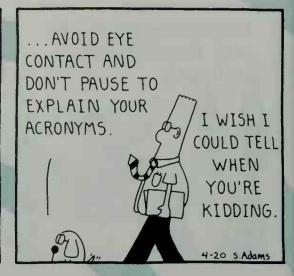
BEFORE.

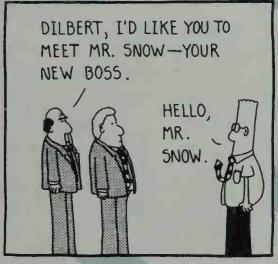
WYCO

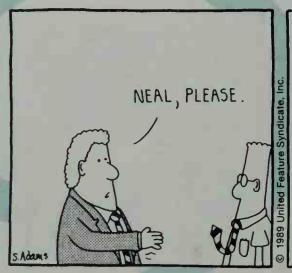
I got complaints for using God's name in vain. I maintain it 187 is a prayer











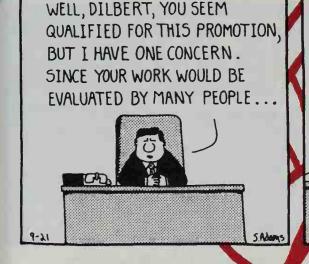


In 1989, the boss was tall, thin, and not so pointy-haired

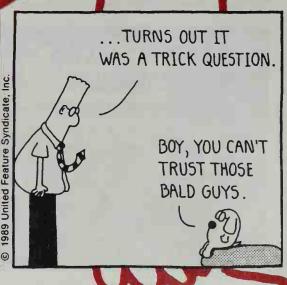
The Pointy-Haired Boss (PHB) has no other name. That's intentional. You can more easily imagine him to be your own boss if he has no name.

The original boss had jowls and nonpointy hair. He looked meaner and gruffer that way, but over time his looks and his personality evolved. Now he's more noncaring than he is overtly mean, and more clueless than gruff.

PHB's hair became pointier over time. It started as a gradual change that had no real purpose. One day I noticed it was getting pointier and I liked it. So I decided to go with it and push the hair toward full-blown, demonic horns. It fits his personality perfectly.

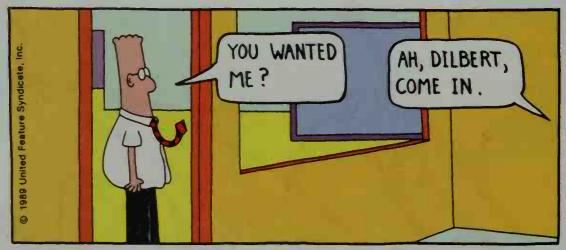






DILBERT By Scatt Adams

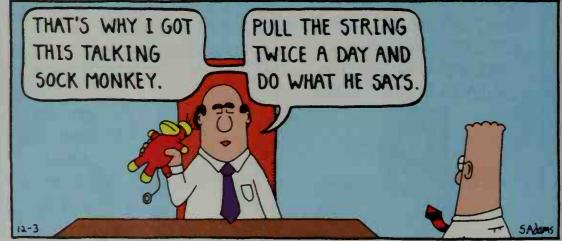




I'M TAKING TWO WEEKS
OF VACATION AND I NEED
COMPETENT LEADERSHIP
WHILE I'M GONE.







I have a sock monkey. They're great, You should get one.

DILBERT® By 5cott Adams













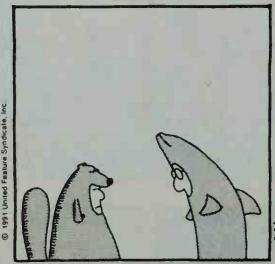




He's not sadistic, just uncaring.

ON MY RECENT BUSINESS
TRIP TO JAPAN, I
LEARNED THAT JAPANESE
WORKERS DRESS AS THEIR
FAVORITE ANIMALS TO
BOOST PRODUCTIVITY.



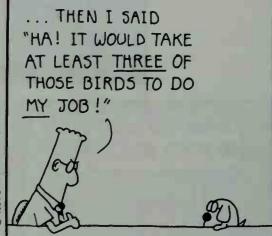




There was a time when all we talked about is how things were done in Japan. I think some of what they did was just pranks on us.

I'VE DECIDED
TO REPLACE
YOUR DEPARTMENT WITH
MACHINES.



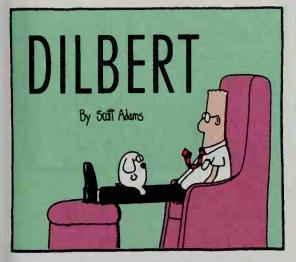






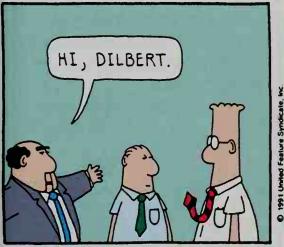


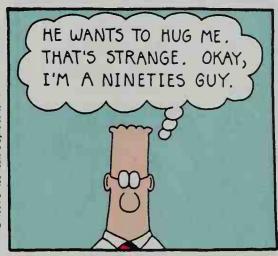
Jowls No Jowls Jowls





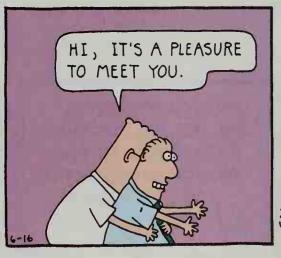
















EXPERTS SAY HUMOR
EASES TENSION
WHICH IS IMPORTANT
IN TIMES WHEN THE
WORKFORCE IS BEING
TRIMMED.



This became one of the most popular strips
I've done.



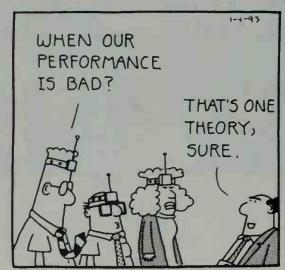
HA HA!



Humor is relative.



FROM TIME TO TIME
I'LL USE MY "BELT-OAUTHORITY" TO SEND
YOU PAINFUL ELECTRIC
SHOCKS.



Here he's still in his "cruel" phase.

STOUP OCATOR STEEL STEEL



WRITE A BETTER
MEMO OR I'LL SEND
A STRONG SHOCK
TO YOUR HEAD.



THE BEST PART IS THAT IT'S ALL SUBJECTIVE.



It must be frustrating to be a boss and not have the option of hurting employees.



I'M REWIRING MINE 50 IT REDIRECTS THE 51GNAL TO WALLY.

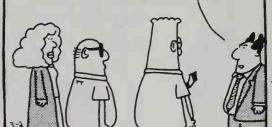


OKAY, WISE-GUY, DO YOU WANT MORE OF THIS?!





FROM NOW ON, YOUR
RAISES WILL BE PARTLY
DEPENDENT ON AN
EVALUATION BY YOUR
CO-WORKERS.



HYPOTHETICALLY, IF MY CO-WORKERS GOT SMALL RAISES THEN WOULDN'T THERE BE MORE AVAILABLE IN

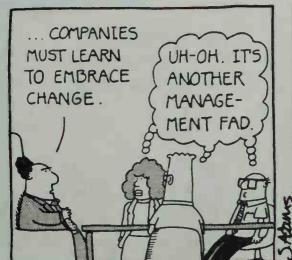


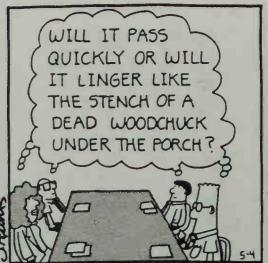
THAT DIDN'T LAST LONG, EVEN BY OUR STANDARDS.



This is based closely on real life, except for the fighting. 195

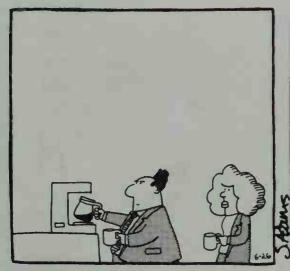
ORS IN WILL CH ORS TO TRACK OTHE TO TIMES

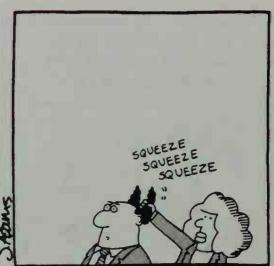






This was another huge hit. Most employees have been in a meeting like that.







I like to have the characters do the things I would want to do in their position.



NO EMPLOYEE BENEFITS... NO UNION...
JUST TOSS 'EM IN
THE DUMPSTER WHEN
YOU'RE DONE WITH
THEM!



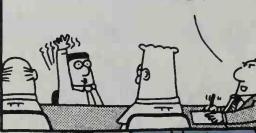
I got complaints from Temp agencies.

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

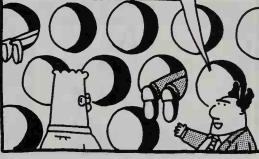
DOES ANYBODY HAVE SPARE TIME TO JOIN MY TASK FORCE ON PRODUCTIVITY?



GOOD, GOOD... ANY BODY ELSE?



I BORROWED A
JAPANESE WORK
CUSTOM — SLEEPING
TUBES!



NO MORE WASTED
TIME COMMUTING.
IF YOU KEEL OVER
FROM EXHAUSTION
WE'LL JUST CRAM
YOU INTO A
SLEEP TUBE.



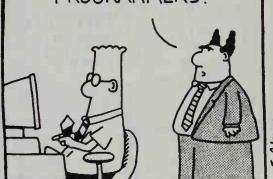
WHICH TUBE IS MINE?

YOU DON'T
GET A PERSONAL TUBE
UNLESS YOU'RE
EMPLOYEE OF
THE WEEK.

YOUR OCATOR

I wonder why this never caught on in the united states.

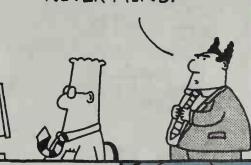
MY BOSS SAYS WE NEED SOME EUNUCH PROGRAMMERS.



I THINK HE MEANS UNIX NOT EUNUCHS. AND I ALREADY KNOW UNIX.



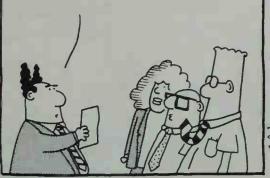
IF THE COMPANY
NURSE DROPS BY,
TELL HER I SAID
"NEVER MIND."



A huge frustration for technology workers is the imbecile boss. 197

ORS IN VILLACK

"TIM WILL BE LEAVING
THE COMPANY TO PURSUE
OTHER OPPORTUNITIES."



NOTE THE ABSENCE OF KEY PHRASES SUCH AS "WE REGRET" OR "YEARS OF DEDICATED SERVICE." AND NOTICE THAT HIS NEW OPPORTUNITY IS



I THINK YOU'RE READING A LITTLE TOO MUCH INTO THAT ANNOUNCEMENT.



I drew this left-handed because I was having hand problems. The lettering gives it away.

YOU'VE COMPLETELY
ELIMINATED THE
BUDGET FOR TECHNICAL
TRAINING!



I'M GETTING DUMBER EVERY MINUTE. MY BRAIN IS STARTING TO SHRIVEL LIKE A RAISIN!



GET OUT EVEN MY
OF MY
OFFICE. DIFFERENT



The boss's hair has become a symbol for clueless management.

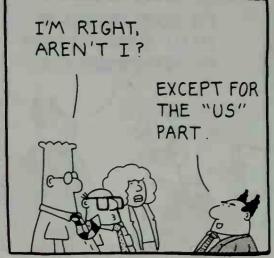
I CAN ASSURE YOU THAT THE VALUE OF THE AVERAGE EMPLOYEE WILL

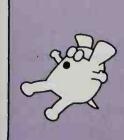


IS THAT BECAUSE THERE WILL BE LESS OF US, DOING MORE WORK?



eature Syndicate, Inc.



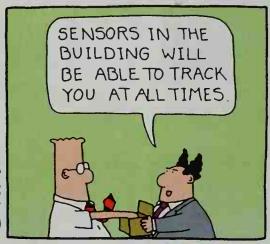


DILBERT®



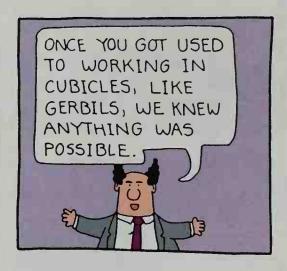
SCOTT ADAMS

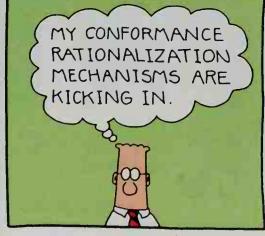


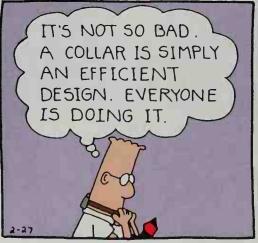


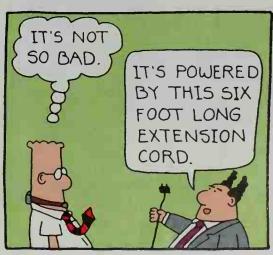






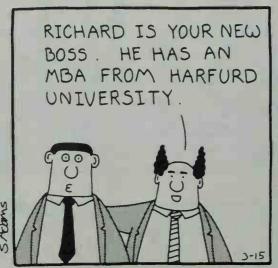


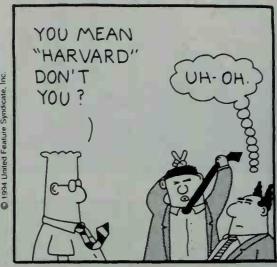




Employees can get used to anything.







c This explains most levels of management.

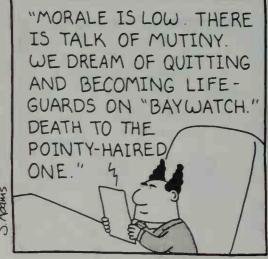




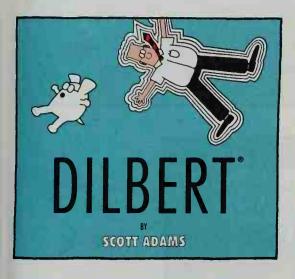


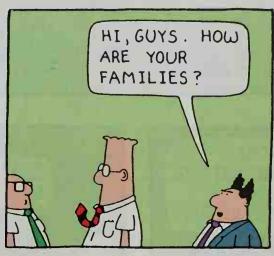
This is the peak of pointiness, hair-wise.

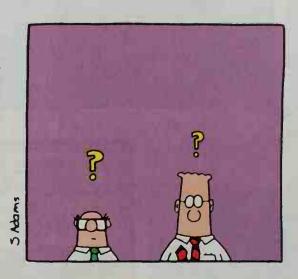








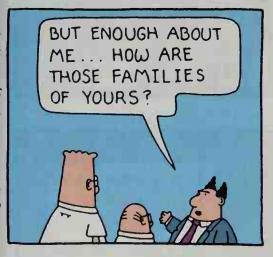


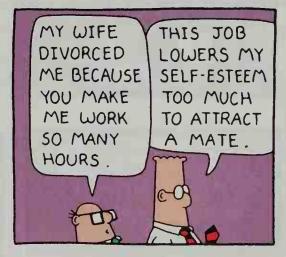


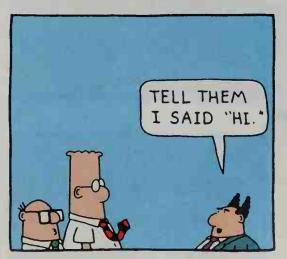




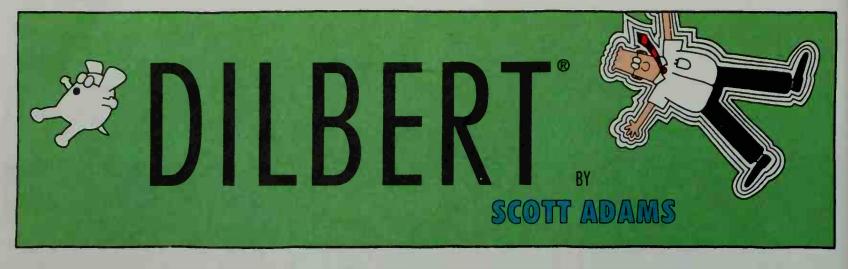








I had a boss who tried this technique on me, with Similar success.

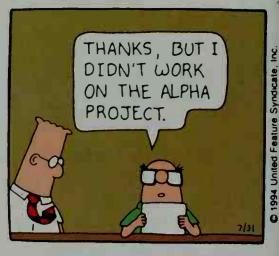






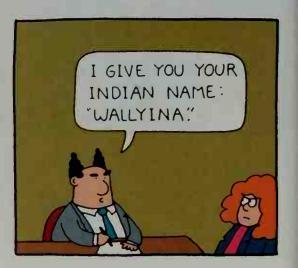












I hate this cartoon. 202 I

I was tired.

5 YOUT LOCATOR



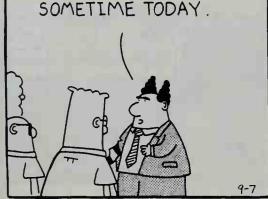




you remember when side ? Same

everyone was on

WE'LL BE GETTING A NEW "BUNGEE BOSS"



HI-I'M-YOUR-NEW-BOSS-LET'S-CHANGE-EVERY-THING-BEFORE-I-GET-REASSIGNED - OOPS-TOO-LATE-GOODBYE.



HE WAS LIKE A MENTOR TO ME.

I THINK HE MADE A DIFFERENCE.



strip was so popular that the phrase "Bungee Boss" has entered the vocabulary companies. some



REALLY? I THOUGHT I WAS ALREADY IN THE BOX.



BIGGER THAN

IS THE BOX

MY CUBICLE? THESE PEOPLE ARE TOTALLY UNMANAGE-ABLE

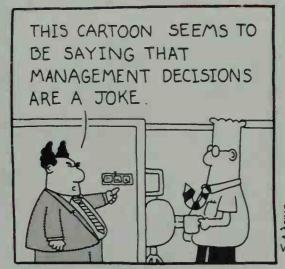


YOU'LL BE ABLE TO JUDGE YOUR RELATIVE WORTH BY OBSERVING WHAT THINGS I DO WHILE YOU WAIT.



HE'S TEACHING HIMSELF THE BANJO.

I waited in a lot of hallways at Pacific Bell.



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



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



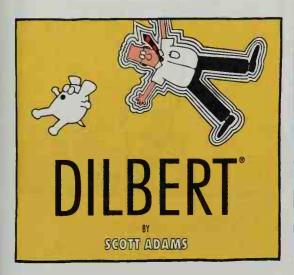
I'm constantly hearing about employees getting in trouble for putting Dilbert cartoons on their cubicles.

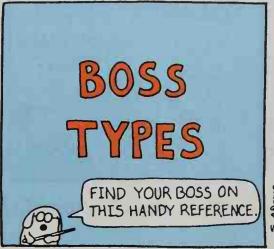


WHY DON'T YOU JUST
DELETE FILES TO
LOWER THE WEIGHT
ON THAT ONE?

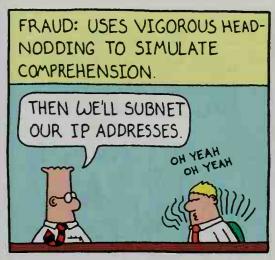


Somewhere, you know someone has tried this.



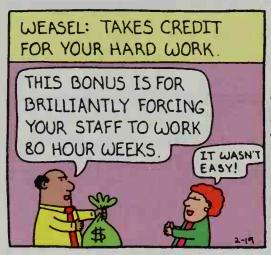












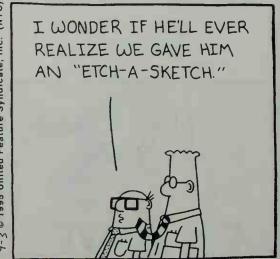




Do any of these look familiar?

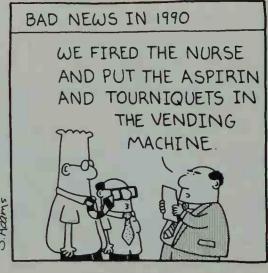






This - by far - is the most popular cartoon I've ever drawn.

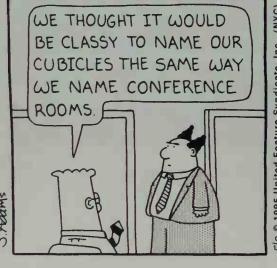


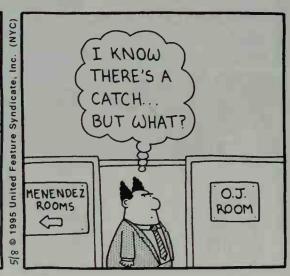




~ That's based on reality.





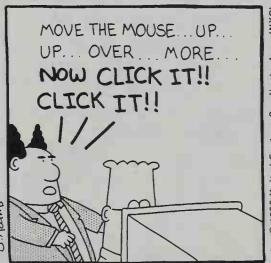












NO!!! THIS HAS
YOU "LONG DAY"
FOOL!!! WRITTEN ALL
OVER IT.

A phrase you never want to hear is "hands-on manager."





I NEVER
REALIZED DROPPING
WHAT HE
THOUGHT OF ME

OF ME

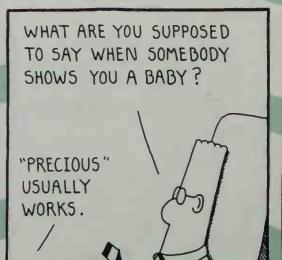
ORSIG TRACKS

OTHER

ORSIG TRACKS

So many people asked for a boss doll after this came out that we made one. 207







This was the first appearance of Alice. she didn't have the distinct attitude she has now.



THIS COMPANY HAS NO MATERNITY LEAVE POLICY, SO I'M GOING TO DELIVER BY THE XEROX MACHINE AND KEEP WORKING.

THAT DOESN'T SEEM FAIR.

YEAH, ESPECIALLY IF YOU NEED TO MAKE COPIES.

The "xerox" machine is a good place to reproduce.

ALICE, I NOTICED YOU
GAVE BIRTH BY THE
XEROX MACHINE THIS
MORNING...

WE DON'T HAVE A MATER-NITY LEAVE POLICY HERE, BUT IF YOU NEED SOME TIME, I'M SURE WE CAN FIND SOMEBODY LESS FERTILE TO FILL YOUR JOB.



THANK YOU, SIR, BUT I DON'T EXPECT ANY SPECIAL TREATMENT.



I had a long discussion with my editor about this one.

Alice wasn't always Alice. In the beginning there were a variety of fluffy-haired female characters in Dilbert's office but they didn't have many lines. Over time the personality of my friend and co-worker at Pacific Bell started to channel into the strip, emerging as the recurring character Alice. Alice's real-world counterpart (actual name Anita) was the model for Alice's pink suit, her fluffy hair, her long work hours, her coffee obsession, her technical proficiency, and her take-no-crap attitude.

As far as I know, the human version of Alice has never kicked a man into his hat, stuffed an intern into his shirt sleeve, or slapped a man so hard he traveled back in time. But if I ever hear about it happening, it won't surprise me.

Alice's hair has become bigger and more triangular for no real reason except that I like it that way. It's a challenge to keep it in the frame sometimes but it's worth it.







This is a suggestion of the Alice to come.



HAW HAW! TWENTYFIVE YEARS OF THE
50-CALLED WOMEN'S
MOVEMENT AND NOTHING
IS DIFFERENT!



I stuck Dilbert here so you'd know what comic you were reading.

DON'T MIND ME
TODAY... IT'S ALMOST
TIME FOR MY "FRIEND"
TO VISIT.

THAT'S FUNNY...I

WOULD THINK YOU'D

BE IN A GOOD MOOD

IF A FRIEND WERE

GOING TO VISIT.



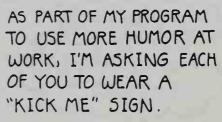
This was a generic Alice-like character.

THIS TO THIS PERSONAL KING PERSONAL











I'LL CHECK LATER
TO SEE IF YOU'RE
MORE RELAXED AND
CREATIVE.



YOU SEEM TO BE
TAKING UNFAIR
ADVANTAGE OF
THE SITUATION,
ALICE.

This is a cheap laugh, but I'm not proud.

LET'S START WITH A BRAINSTORMING EXERCISE. ALICE, YOU GO FIRST.



I IMAGINE MYSELF NOT SURROUNDED BY DULL, UNATTRAC-TIVE, AND LARGELY CLUELESS MEN.



I THINK SHE JUST INSULTED YOU GUYS.



It's tough to be the only woman in engineering.



THIS ISN'T THE "ME"

GENERATION OF THE

EIGHTIES. THIS IS

THE "LIFELESS NINETIES"

I EXPECT 178 HOURS

OF WORK FROM YOU

EACH

WEEK.

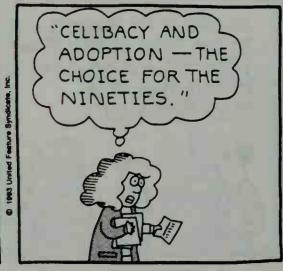


Alice's personality is becoming fully formed at this point.



THE COMPANY CARES.
THAT'S WHY WE'VE
DEVELOPED A PROGRAM
TO TEACH YOU HOW
TO COPE.







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



CAN I GET

A "MIDOL"

FOR EITHER

ONE OF

YOU'S

WINDAD

ONE OF

YOU'S

ONE

YOU'S

She's overworked, so she has a reason to be cranky.

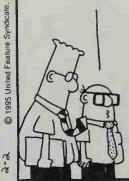
I'M PROTESTING THE COMPANY'S DRESS CODE. I REFUSE TO DRESS LIKE A WOMAN.



HIGH HEELS AND PANTY-HOSE ARE DESIGNED TO MAKE WOMEN LOOK LIKE HELPLESS LITTLE ORNAMENTS FOR THE PLEASURE OF MALE VIEWERS!



I'VE NEVER HAD PLEASURE VIEWING YOU. I SWEAR.

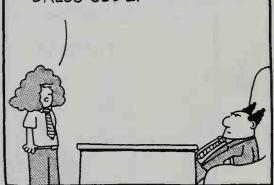


THANK YOU FOR YOUR SUPPORT.



has taken hair a vaguely pyramid Shape.

I'M DRESSING LIKE A MAN TO PROTEST THE COMPANY'S DRESS CODE.



SO, WHAT YOU'RE SAYING IS THAT YOU'RE ACTUALLY A WOMAN. IS THAT YOUR CLAIM?



THAT'S NOT EXACTLY THE POINT.



I SAW "THE CRYING GAME! DON'T DO ANYTHING THAT WOULD MAKE ME

HEAVE.



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



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



I LOVE I'M GIVING MY JOB. HIM A RAISE.

C I don't know what that is. 213







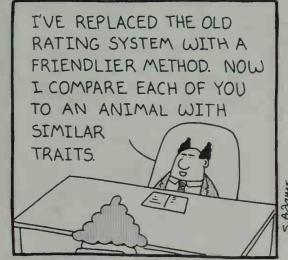
I've noticed that women care about their performance reviews far more than men do. (Yeah, I know it's an unfair generalization.)







This explains it.







No matter how good a performance review is, it's never good enough. 214

TO THIS TO TOU'VE SONAL KING PERSONAL



HE'S SO SLIMY THAT
SLUGS POUR SALT ON
HIM. HIS BRAIN
WOULD RATTLE
IN A FLEA'S
SKULL!

OH, AND I'LL
NEED YOUR
FILES.

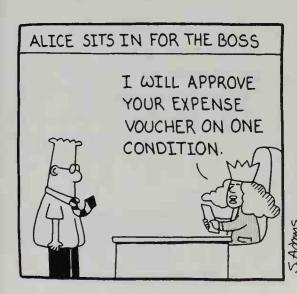
FLEAS
DON'T
HAVE
"SKULLS"!!

This tradition will live forever.













IT HAS TO BE

This is just a 215 mouse, not Ratbert.



THE COMPANY LAYOFF
PLAN IS VERY GENEROUS.
I'LL GET A BIG PILE OF
MONEY IF THEY ASK ME
TO LEAVE.



Wally is always trying to work the system.



THE BOSS PUT ME ON
A SPECIAL TASK FORCE
TO SEE IF HUMOR
INCREASES CREATIVITY.
I HAVE TO DRESS LIKE
THIS FOR A MONTH.

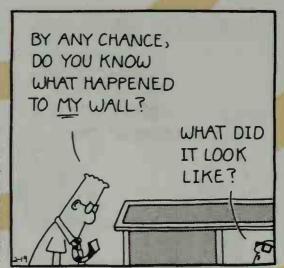


ARE YOU YEAH. I'VE
FEELING ALREADY
MORE THOUGHT OF
CREATIVE? SIX HUNDRED
WAYS TO KILL
HIM.

This was inspired by a woody Allen movie where woody played a court jester. I liked the look.



THIS STUFF IS ALL
MODULAR. YOU JUST
TAKE SOME IDIOT'S
WALL AND MAKE IT
YOUR CEILING.

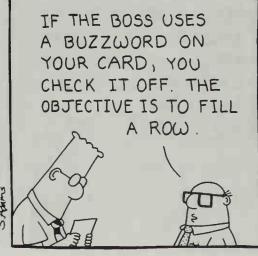


There were a number of pre-Wally characters who had similar looks and bit parts in Dilbert's office. The true Wally didn't emerge until one of my co-workers at Pacific Bell found himself in an unusual situation: He wanted to leave the company, but not without getting one of the generous buyout packages that were being offered as part of the larger downsizing efforts. Unfortunately, the buyouts were limited to people who were identified as being in the lowest ten percent of the performers. That created a bizarre incentive for my co-worker to try as

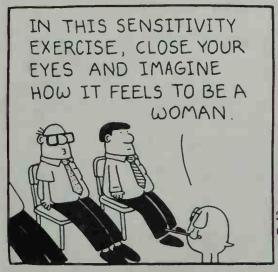
hard as he could to become the worst possible employee in order to get money for leaving. This wouldn't have been so fun to watch except that this fellow was one of the more brilliant people I've met and he was totally dedicated to this goal.

I loved the concept of a thoroughly cynical employee who has no sense of company loyalty and feels no need to mask his poor performance or his total lack of respect. Wally was born.









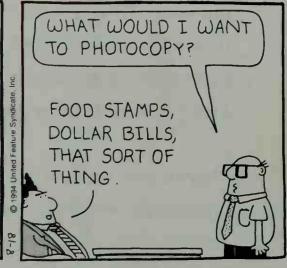




You can never be sure when wally is being sarcastic.

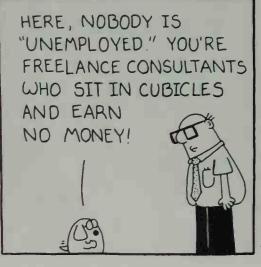


YOU'LL GET YOUR OWN
CUBICLE AND YOU CAN
MAKE ALL THE PHOTOCOPIES YOU WANT!

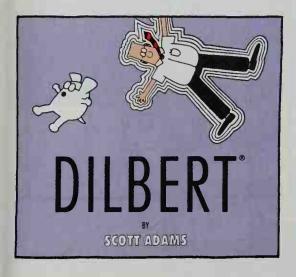


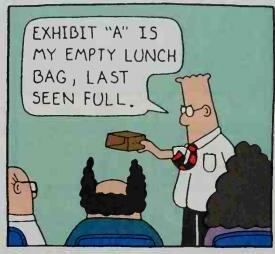
Bad things happen to wally. He takes it in stride.











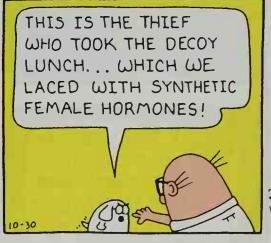


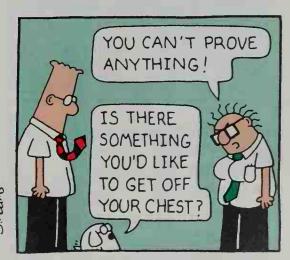








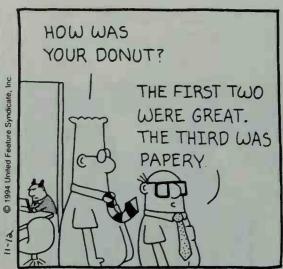




Some women complained because they said I'm implying that being female is a punishment.













That's actually wally, but it's not obvious.

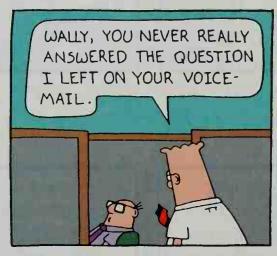


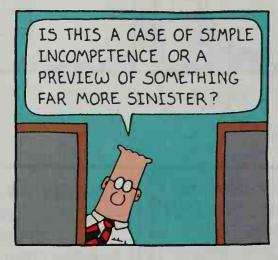




I've noticed that other people can be inflexible.









I'VE ADOPTED A
DEFENSIVE STRATEGY.
I'M WITHHOLDING
INFORMATION TO MAKE
MYSELF APPEAR MORE
VALUABLE.



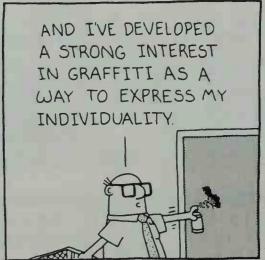


IF CORNERED, I SIGH
DEEPLY AND RECOUNT
OLD WAR STORIES
THAT DON'T RELATE
TO THE QUESTION.



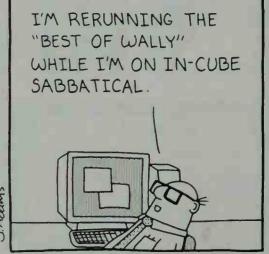
There's always someone like this in every group. 221

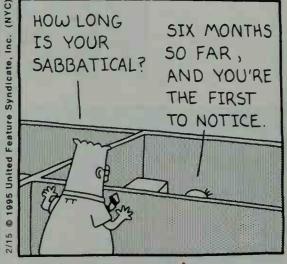






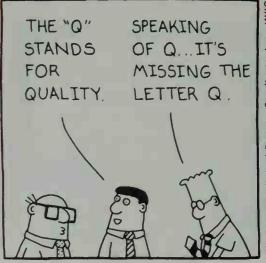






I spent 17 years in corporate jobs and never did anything that made an impact. I don't think I was alone.



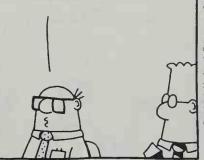




Wally is easy to draw, so he gets a lot of face time.

YOU COULD OFFER FREE REPLACEMENTS FOR ALL THE KEYBOARDS YOU SOLD WITH-OUT A "Q," OR YOU COULD BLAME THE MEDIA FOR BLOWING IT OUT OF PROPORTION. CU

LET'S BLAME THE MEDIA THEY'LL ADMIT THEY WERE WRONG AND THE WHOLE THING WILL DISAPPEAR.



YOU HAVE A BRILLIANT GRASP OF MAMUH NATURE, WALLY.

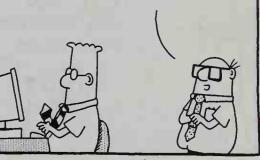
RELY ENOUG I KNOW. MY THIRD WIFE ALWAYS SAID THE SAME THING.

CAN'T WALL HAVENY

Wally

married hels single. but now

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



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



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

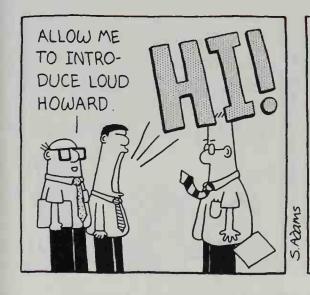
I BANISH YOU TO THE CUBICLE CLOSEST TO YOUR BOSS!!

PROBLEM

EVERY



wally is the kind of guy shouldn't power. have



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

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

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



... and Hygiene Issues

DON'T GET TOO CLOSE -I FOUND OUT THAT MY
BALDNESS IS CAUSED BY
TOO MUCH TESTOSTERONE.



NOW WITH MY HAIR GONE I'M AFRAID THE TESTOSTERONE WILL START FLINGING OUT OF MY PORES.





I'm glad that baldness is becoming somewhat fashionable.

GEE, WALLY, YOU SURE HAVE BEEN POPULAR WITH WOMEN SINCE THE TESTOSTERONE STARTED SPEWING FROM YOUR HEAD.



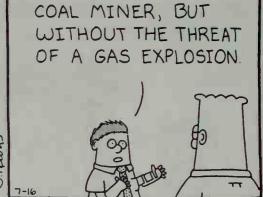
IT'S AMAZING ... I EVEN BOUGHT A PICKUP TRUCK AND A RIFLE SO I CAN HUNT AFTER WORK.



WHAT DO
YOU HUNT
AROUND
HERE?

DON'T EVEN
HAVE TO GETOUT
OF THE TRUCK.

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

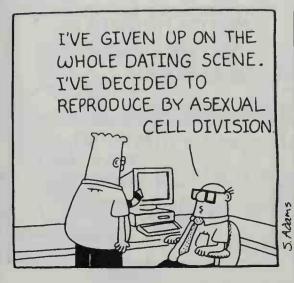


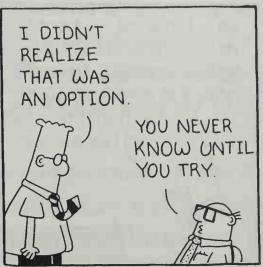
THIS IS A LOT LIKE

MY LAST JOB AS A

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

You see, miners use canaries to sense gas...







CAN'T WALL

EVERY

c My motto.

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



YOUR PERSONAL HYGIENE LEAVES MUCH TO BE DESIRED. YOUR FAMILY IS UGLY. SEND E-MAIL 26 YOU'RE MIGHTY BRAVE IN CYBERSPACE, FLAME-BOY. STEP INSIDE

on the Internet, everyone is a bully.

I WAS SO LATE I HAD YEAH, I HAD TO PUT ON TO SHAVE IN THE CAR. MY MAKEUP IN THE CAR.

THAT'S NOTHING. I WAS SO LATE THAT I HAD TO GIVE MYSELF A SPONGE BATH IN THE CAR.

I'LL PRODI'LL
NG AND I'LL
NG CONSTANT AREN'T YOU THE DRIVER YOU'VE FOR YOUR NEVER CARPOOL? HEARD SUCH WHINING. 995 United Feature

"sponge bath" is a good comedy phrase. 225



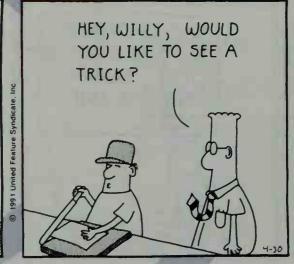




I've had big problems with secretaries.

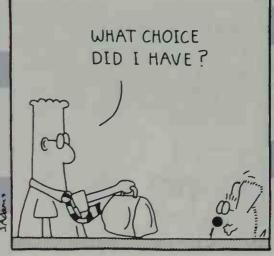


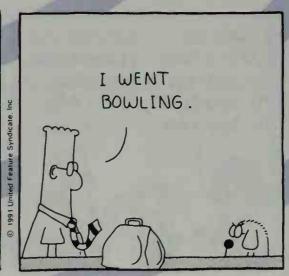




1 This became a Dilbert book title.







Carol Sometimes you'll find a secretary who likes and respects the boss and is helpful to everyone else in the office. But more often you get the "secretary from hell" who hates her job and finds perverse joy in making everyone within a two-mile radius suffer. Carol is one of the secretaries who tries to get as much of this sadistic joy as possible. She's a composite of all the bad experiences I've ever had with any secretary, and there have been many.



WHAT'S THE MESSAGE
HERE? IS YOUR TIME
WORTH MORE THAN MY
TIME BECAUSE YOU'RE
A MANAGER AND I'M
A SECRETARY? HUH?

THIS MIGHT STING
FOR A SECOND, BUT
IT'LL REMOVE YOUR
DESIRE TO MAKE
COPIES.

The "secretary with a crossbow" came from an e-mail message from a secretary who said she sometimes wished she had one.







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



I DIDN'T KNOW
YOU WERE THE
DIRECTOR OF
PRODUCT ENHANCEMENTS.

I hear lots of stories of initials that spell words.

HERE'S MY TIME SHEET, FILLED OUT IN INCREMENTS OF FIFTEEN MINUTES.



AS USUAL, I CODED THE USELESS HOURS SPENT IN MEETINGS AS "WORK," WHEREAS THE TIME I SPENT IN THE SHOWER DESIGNING CIRCUITS IN MY MIND IS "NON-WORK."



INTERESTINGLY, EVEN THE TIME I SPEND COMPLAIN-ING ABOUT MY LACK OF PRODUCTIVITY IS CONSIDERED "WORK."

NOW THE MING

EVERY DAY



what exactly is "work" for a person who is paid to think?

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



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



CAROL, I THOUGHT
I TOLD YOU TO
PUT THE "UNITED
WAY" UPDATE
BETWEEN THOSE



Carol's not-so-secret desire is to kill her evil boss.

CAROL, ABOUT THIS FLIGHT TO NEW YORK THAT YOU BOOKED FOR ME...



IS IT REALLY NECESSARY
TO MAKE ALL THESE
STOPOVERS IN THIRDWORLD COUNTRIES
THAT ARE EXPERIENCING
REBEL INSURRECTIONS?



YOU'D BETTER WEAR
THE INTERNATIONAL
SYMBOL OF THE "RED
CROSS" ON YOUR
BACK.







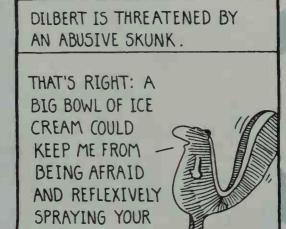
OH, DON'T WORRY; WE SKUNKS
ONLY SPRAY WHEN WE'RE
SCARED . . . I CERTAINLY
WOULDN'T USE MY THREATENING POWER TO FORCE YOU
TO DO MY BIDDING.



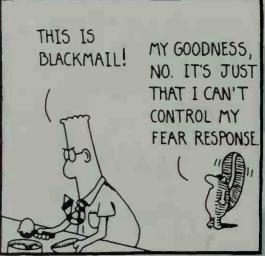
I'M SCARED YOU MIGHT NOT OFFER ME A BIG BOWL OF STRAWBERRY ICE CREAM.

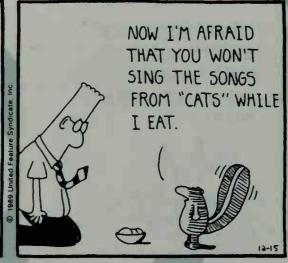


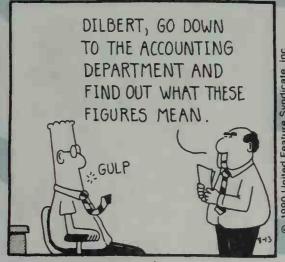
I used to work at a mountain resort where the skunks would walk through the kitchen without fear.

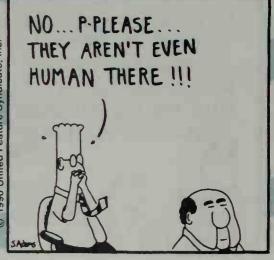


LIVING ROOM.











Some of my worst business experiences involve accounting.

Miscellaneous Critters Some people remind me of particular animals. I love to substitute the actual animal for human beings in the strip because it sends such a clear message. Everyone understands what I mean when I represent the accounting department as trolls or the marketing guy as a weasel. When Dilbert's blind date turns out to be a literal dog it seems oddly familiar.

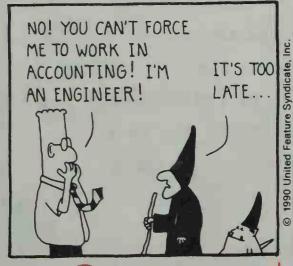
Here are some of my favorite strips that feature animals and other strange creatures.









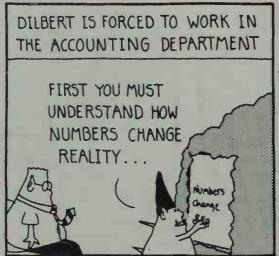


YOU CAME ... YOU BREATHED
THE AIR ... THE CHANGE IS
IRREVERSIBLE ... BRADLEY
WILL TRAIN YOU.





Do any accountants in big companies have good attitudes?



SOME PEOPLE THINK NUMBERS

MERELY REFLECT REALITY...

BUT WE BELIEVE THAT

NUMBERS CREATE

REALITY.

Numbers

Change

Reality!

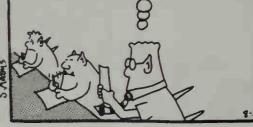


- People who work with numbers start to believe this.

GREAT... NOT ONLY AM
I BEING FORCED TO WORK
IN THE ACCOUNTING DEPARTMENT, BUT I'M SLOWLY
TURNING INTO A TROLL.

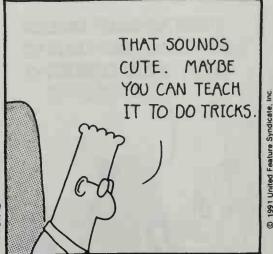


WAIT A MINUTE...THIS IS
THE BUDGET FOR THE
ACCOUNTING DEPARTMENT
ITSELF... WHAT HAPPENS
IF I ERASE IT?



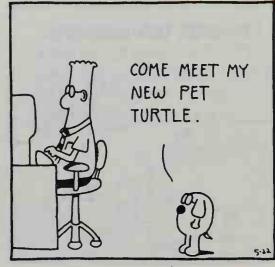








Turtles seem like the dumbest pets to have. Even the "Pet Rak" had funny instructions.



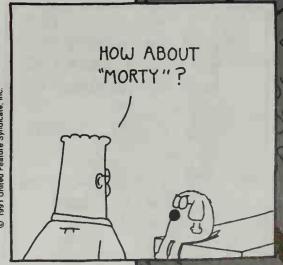




You see, turtles are slow ...

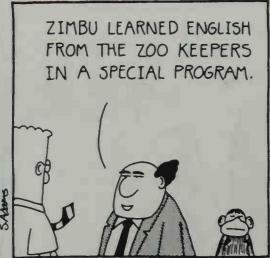


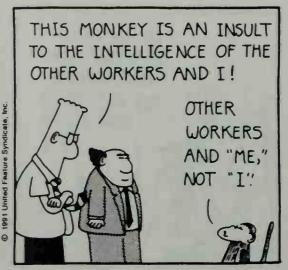




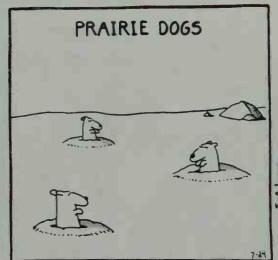
This is just like my dinosaur egg joke you saw earlier. 233







Much of my cubicle jobs could have been done by monkeys.







whenever there was a loud noise, the cubicles looked like prairie dog habitats.



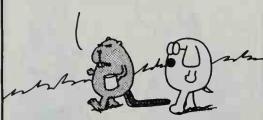


I love the concept of a lazy beaver. fit into the strip. 234



But he doesn't

WHEN YOU'RE A LAZY
BEAVER, YOU TRY
TO FIND SHORTCUTS
AND TRICKS TO GET
YOUR WORK DONE.



I GOT THIS DAYTIME PLANNER TO ORGANIZE MY DAY MORE EFFICIENTLY.



BUT ALL IT DOES IS SIT THERE.

> LOOKS LIKE YOU GOT A BAD ONE.



I think it's the coffee cup that sells this character.

I'VE GOT TO CUT STAFF IN ENGINEERING. I'M TRY-ING TO DETERMINE WHICH ONE OF YOU IS MORE VALUABLE TO KEEP.



I'VE BEEN HEARING GOOD THINGS ABOUT ZIMBU THE MONKEY. WHICH ONE OF YOU IS ZIMBU THE MONKEY?



THIS IS NOT THE PROUDEST MOMENT OF MY PROFESSION-



I made up the name Zimbu because it sounds like a monkey name to me.

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

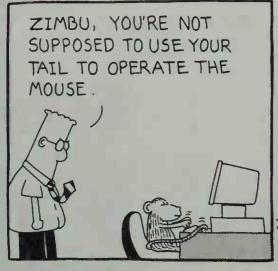


HE'S USING HIS
TAIL! HE HAS
A NATURAL
ADVANTAGE!

I FEEL GOOD GRAVY!
THE JAWS DID YOU SEE
OF EVOL- HIM CUT AND
UTION ON PASTE?!



Why don't people have tails?



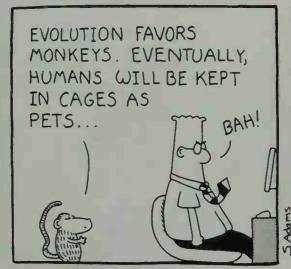
IF TAILS WERE A NATURAL ADVANTAGE FOR ENGIN-EERS THEN EVOLUTION WOULD PROVIDE US ALL WITH TAILS!



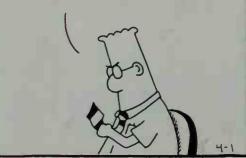
DILBERT, I DON'T
BELIEVE YOU'VE MET
ROCKY, OUR NEW
C PROGRAMMER.



I wish I had a tail.

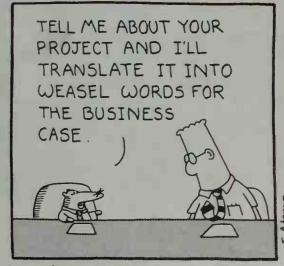


IMPOSSIBLE! WE HUMANS WILL NEVER ALLOW OURSELVES TO BE TREATED LIKE THAT!

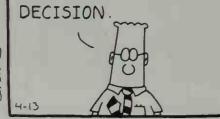


NOW GET OUT OF MY CUBICLE!

Some day we'll look back and be amazed that we put up with cubicles.



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



I QUIT. DON'T GET ALL ETHICAL ON US.

This used to be my job, but I was less ethical



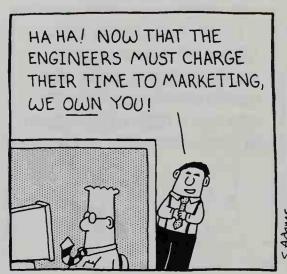
ISN'T THAT TYPICAL?
I SPENT A WEEK
EXAGGERATING MY
ACCOMPLISHMENTS
FOR THIS. NOW HE
SENDS A STUPID
MONKEY!

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



FAILING AT IT?

The harder you prepare, the less likely the meeting will happen.

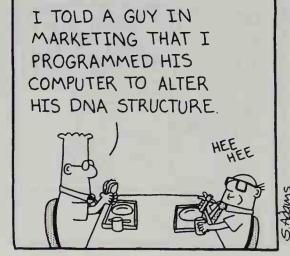


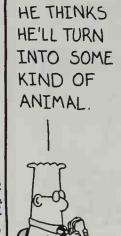
I'LL JUST REPROGRAM YOUR COMPUTER THROUGH THE LAN SO ITS RADIATION WILL ALTER YOUR DNA.

IS THAT POSSIBLE??!

AS FAR AS YOU KNOW.

This is the only defense the engineers have.





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

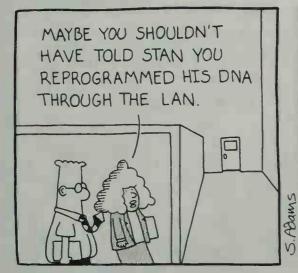


TELL ME THE
TRUTH, ALICE.
CAN DILBERT
REPROGRAM
MY DNA?



YEAH. YOU





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



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

WELL,
THANK YOU
VERY
MUCH.

People would be much cuter if we all had round noses and big whisters.



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



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.



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



THERE IS REASON TO BELIEVE I AM BECOMING INVISIBLE



DO I
HEAR
YOUR
PAGER
BUZZING,
WALLY?

PAGER

ON'T KEEP
BATTERIES IN
IT.

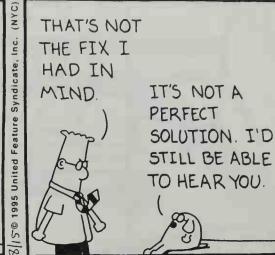
PAGER

ON'T KEEP
BATTERIES IN
IT.

I've had this feeling.





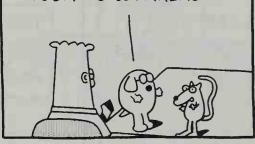


The only cure for workplace invisibility is to screw something up.

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



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



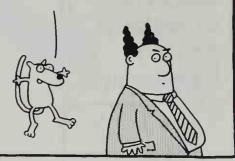
SO... WORKING I KNEW THIS COLOMBI WORKING?



I KNEW
THIS
COLOMBIAN
COFFEE
WAS
TROUBLE

I got a complaint from a colombian who didn't like the coffee reference.

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



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



LOOKS LIKE AN ISOLATED CASE OF BAD ATTITUDE.

WHICH ROOM IS THE "QUALITY" MEETING IN?





YOU MUST ALSO WEAR

THESE BEAVER HATS

AND CLOWN FEET.



YOU MAY WEAR THESE

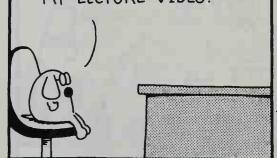
JACKETS WHILE YOU

COMPLIMENTARY HOUSE

Dogbert in Hats There are few things in life that are as funny as a dog in a hat. Since Dogbert doesn't have many facial cues—no visible mouth or eyes—I can convey a lot about what he's thinking by giving him a funny hat.



I'VE DECIDED TO BECOME A POP PSYCHOLOGIST. I NEED YOUR HELP TO MAKE MY LECTURE VIDEO.

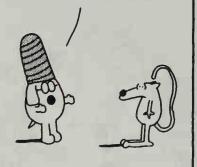


YOU CAME TO THE RIGHT
PLACE, BABE. FIRST,
YOU NEED A NEW
LOOK.

NICE TRY, BUT FRANKLY,
THIS LOOK DIDN'T WORK
TOO WELL FOR MADONNA
EITHER.



NOSTRADOGBERT PREDICTS THERE WILL BE TURMOIL IN THE MIDDLE EAST.



WOW! THAT'S QUITE A PREDICTION! YOU'RE REALLY GOING OUT ON A LIMB!



IS THAT
SARCASM?
I CAN'T TELL
WITH YOU.



WILL THERE BE ANY SAND

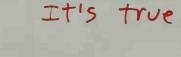


The top of Dogbert's head is hard to draw. So I like hiding it with hats. 241

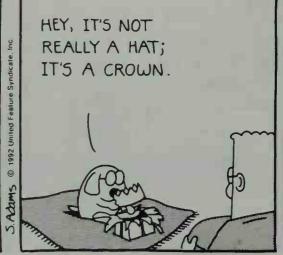




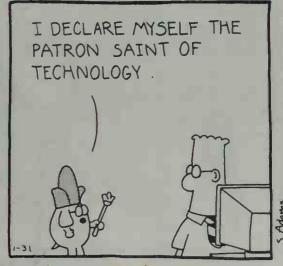














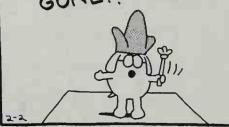


This hat design comes from a fancy folded napkin.

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



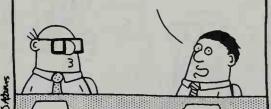
OUT! OUT! I COMMAND YOU DEMONS OF STUPIDITY TO BE GONE!!



THE SUIT IS NOW SAFE . THANKS

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

SOMETIMES I FEEL LIKE ROADKILL ON THE INFORMATION SUPERHIGHWAY!



DON'T MAKE 1995 United Feature Syndicate, ME COME OVER THERE!

How times have heard that one?

MISTER DOGBERT, WE'VE DECIDED TO SEND YOU BACK TO EARTH AS AN ANGEL.

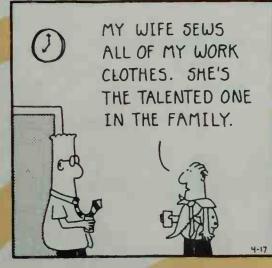
YOUR MISSION IS TO HELP PEOPLE IN NEED. WE HAVE GIVEN YOU SPECIAL WE'LL BE POWERS. WATCHING.

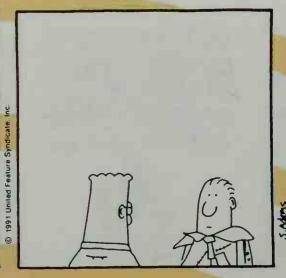
OKAY, SO WHAT'S THE PRICE FOR NEW HAIR PLUS BUNS 0/20 @ 1995 United Feature OF STEEL?

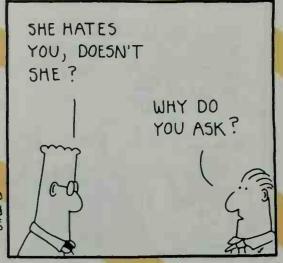


IT'S ALL ON THE PRICE SHEET.

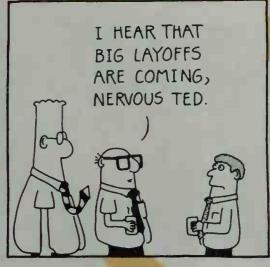




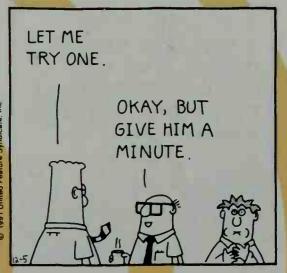




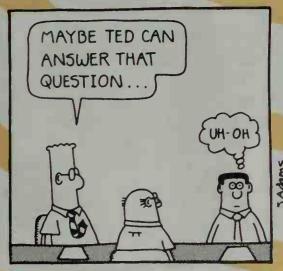
This was based on a co-worker whose wife made his business suits.

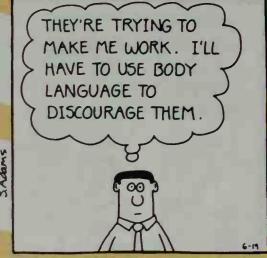


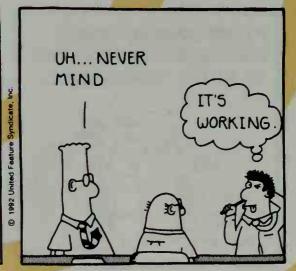




The little dot-shading in Teds hair is a pain, so now I just ink it black.





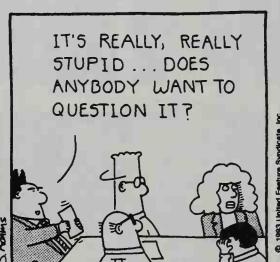


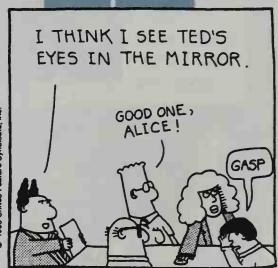
This is the most common "generic guy" I draw.

Ted the Generic Guy Maybe you've noticed, but I don't have a wide artistic range. So when I need a new character to play a bit part, it often ends up looking like the same guy. Privately I call him "Ted, the generic guy," even though he sometimes has other aliases in the cartoon. Here are the many faces of Ted.



THIS THANKLESS
ASSIGNMENT SHALL
GO TO WHOEVER
ASKS A QUESTION OR
MAKES EYE
CONTACT.





Ted started to be a regular but the other characters were more interesting.

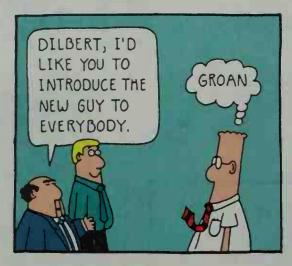
THIS JOB HAS TAKEN
MY DIGNITY, MY SELFESTEEM, MY CREATIVITY
AND MY PRECIOUS
TIME ON THIS EARTH.



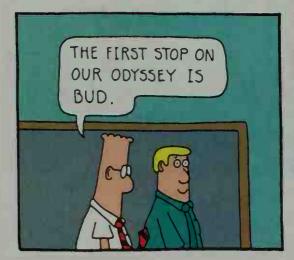
YOU'VE TAKEN ALL
I HAVE! THERE'S
NOTHING LEFT TO
GIVE!!!



DILBERT By Scatt Adams



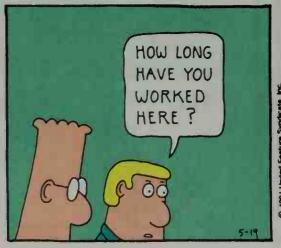


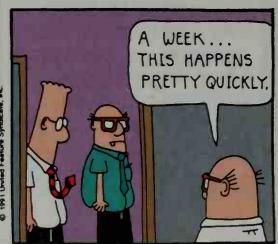




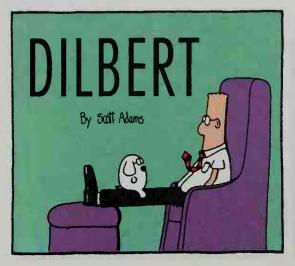


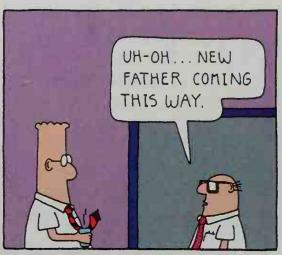




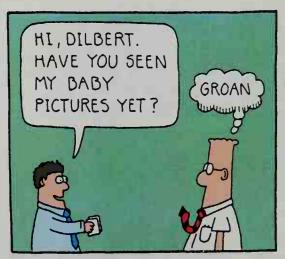


I met a "Bud" on my first day of work.

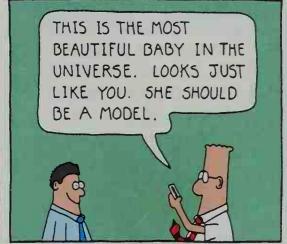


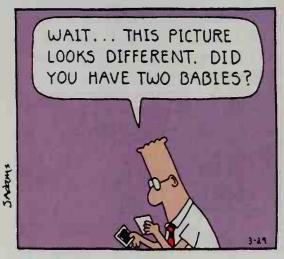








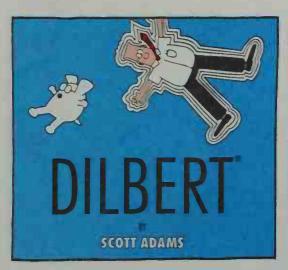








Could we all just agree that babies are ugly and leave it at that?



















If I have to fire or kill someone, it's often the generic guy.

LOOK, TED! WE GET PAID
THE SAME AS YOU BUT ALL
WE'RE DOING IS STANDING
AROUND AND FLICKING
OUR FINGERS.

COME JOIN US AND
FLICK YOUR FINGERS
IN JOYOUS CELEBRATION
THAT OUR PERFORMANCE
IS NOT LINKED TO OUR
PAY.



I DON'T KNOW

WHAT SUCCESS

SOUNDS LIKE,

BUT I'LL BET THIS

ISN'T IT

FLICK

F

- often he gets no lines.

I DON'T KNOW WHAT KIND OF GIFT TO BUY FOR TED'S BABY SHOWER.

HAND-CRAFTED ITEMS
ARE GOOD. CUT THREE
HOLES IN A PAPER BAG
AND YOU'VE GOT A
LOVELY BABY DRESS.



HE MIGHT THINK I'M CHEAP.

DO YOU THINK THE KID HAS A SALT SHAKER YET?



OH LOOK, IT'S
A STAPLER...

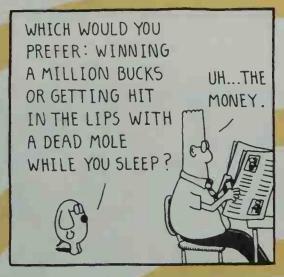
I CAN USE THIS TO TAKE UP THE HEM ON THE LOVELY HAND-CRAFTED PAPER BAG DRESS THAT DILBERT MADE.

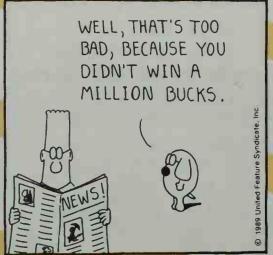


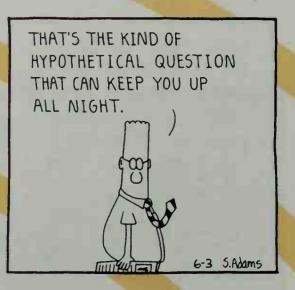
IT LOOKS JUST
LIKE THE ONE
THAT DISAPPEARED
FROM MY CUBICLE
THIS MORNING.

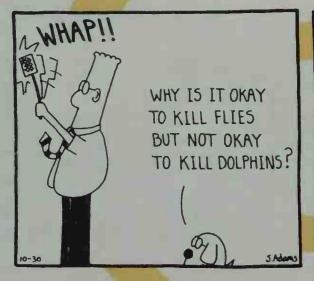
EXCEPT YOURS HAD STAPLES.

sometimes Ted has dot eyes instead of 0,0 eyes. 249

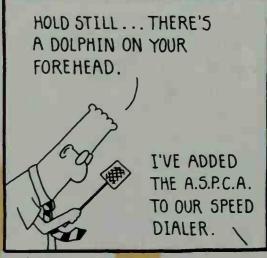






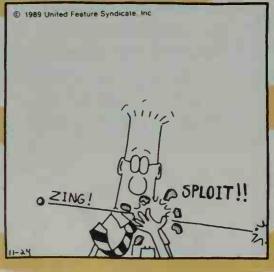


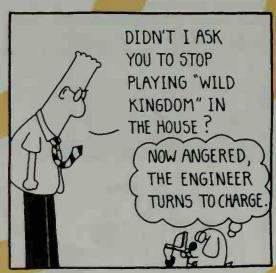




It's not good to think about these things.







only jelly donuts make the "sploit" noise.

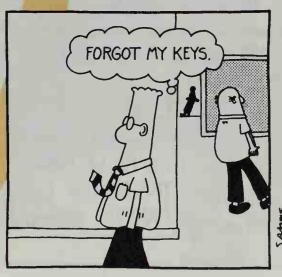
Slapstick Strips One of the advantages of comics is that people who deserve a slap or a wedgie can get one. But it has to be carefully done to avoid complaints. For example, it's funny when a dog smacks a person, but I could never get away with having a person smack a dog—that would be cruel.

Here's a selection of my favorite slapstick strips, proving once again that violence can be funny.





I think you could get people hooked on exploding cigars if you marketed them well.







DILBERT® By 5cdt Adams

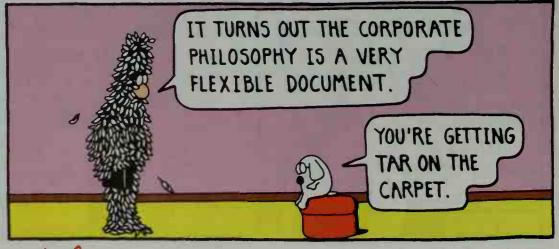


HAD YOU CONSULTED
WITH THE ENGINEERING
DEPARTMENT, YOU NEVER
WOULD HAVE LAUNCHED
SUCH AN ILL-CONCEIVED
PRODUCT.

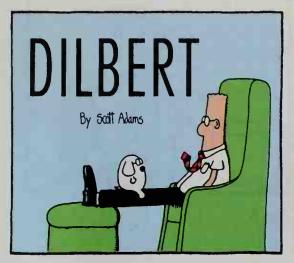






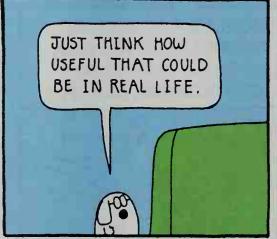


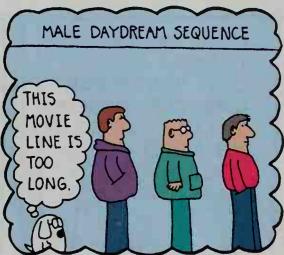
Dilbert got tarred and feathered, in case it is hard to tell.











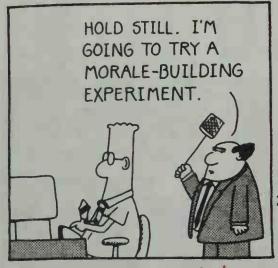








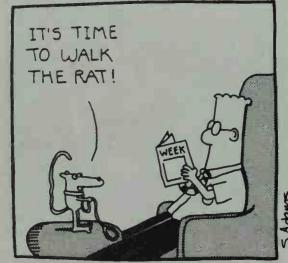
wouldn't this be fun?





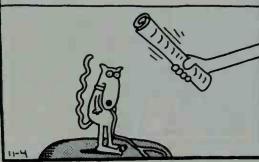


Morale is a two-way street.



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

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



Don't send your vote. He was spared.







THE E-MAIL VOTES HAVE BEEN TABULATED. THE WILL OF THE PEOPLE IS THAT RATBERT SHALL BE SPARED FROM GETTING WHACKED WITH A



I GUESS THERE'S
NOTHING FUNNY
ABOUT RANDOM
CRUELTY.



RIGHT! CRUELTY
IS ONLY FUNNY
IF ADMINISTERED IN A PROPER
SOCIAL CONTEXT.

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



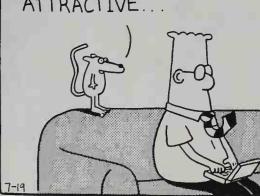
SAR!

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

WHERE AM I?

I was in a bad mood when I drew this.

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



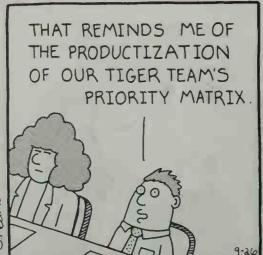
BUT I AM
AERODYNAMIC!!

THAT MIGHT COME
IN HANDY IN A
MINUTE.

BLOW ON
ME.

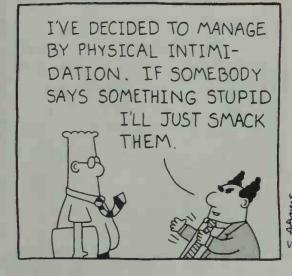
It sounds maughty, but it isn't.

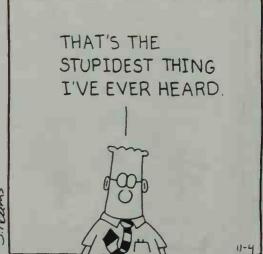






nits man is funny, but not other way around!









Since its debut in 1989, DILBERT has become the comic strip sensation, attracting fans from all corridors of working life. As DILBERT's popularity has grown, so

has curiosity about the man behind the drawing table. Seven Years of Highly

Defective People is filled with Scott Adams' handwritten notes—notes that answer provocative questions such as, Which characters became unexpected "regulars"?,

What objects are the most challenging to draw?, and Which strips became

the biggest hits? This unique treasury is a tour of the origins and evolution of DILBERT's cast, and your tour guide is DILBERT's creator.

(from previous books) to illustrate each one's development. Scott Adams tells where the characters came from, why they do the things they do, and just what the heck he was thinking during the creative process. (Our theory is he was just tired.) You'd have to be an "Induhvidual" to miss out on this special collection.

DILBERT appears in more than 1,600 newspapers and can be found on the Internet @ www.unitedmedia.com.



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ii 1997 United Feature Syndicate, Inc.





