

I'M NOT ANTI-BUSINESS,



A DILBERT® BOOK
BY SCOTT ADAMS

I'M ANTI-IDIOT

I'M NOT ANTI-BUSINESS, I'M ANTI-IDIOT

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BY SCOTT ADAMS

**Andrews McMeel
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Kansas City

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Unlabeled

I'm a misunderstood cartoonist.

My cartooning career has been a roller coaster ride. I've been published in some of the most prestigious magazines in the world. I've won numerous awards for my work. I've been called a genius by some and a joke by others. But I know I'm a misunderstood cartoonist.

Blah, blah, blah, Pam. Blah, blah, blah.

My life has been a series of ups and downs. I've been married and divorced. I've been a single parent. I've been a successful businessman. I've been a failed businessman. But I know I'm a misunderstood cartoonist.

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Introduction

I'm a misunderstood cartoonist.

The people who misunderstand me the most are the ones who write to tell me they enthusiastically agree with my opinions. Those people scare me. Sometimes they develop irrational attractions to me, based on the fact that our opinions are so similar. They often inquire about the possibilities of mating with me, or—if they are male—drugging me and keeping me in a basement in a big glass container. It's all very flattering.

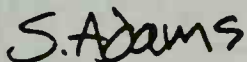
Other people write to tell me they plan to hunt me down and beat me senseless with ceramic statues because my opinions are at odds with their own well-constructed views of the universe. The people who worship unicorns come to mind. They're a vindictive group.

Still other people call me a hypocrite because their incomplete information about my actions is inconsistent with their misinterpretation of my opinions. I deal with this the only way I know how to—by signing their names to anti-unicorn literature.

The problem with other people's opinions about my opinions is that no one actually knows my opinions. All anyone knows about me is the dialogue I put in the mouths of rotund engineers, talking rats, megalomaniac dogs, and pointy-haired bosses. I might be dumb, but I'm not dumb enough to express my true opinion about anything important. The one thing I've learned about freedom of expression is that you really ought to keep that sort of thing to yourself.

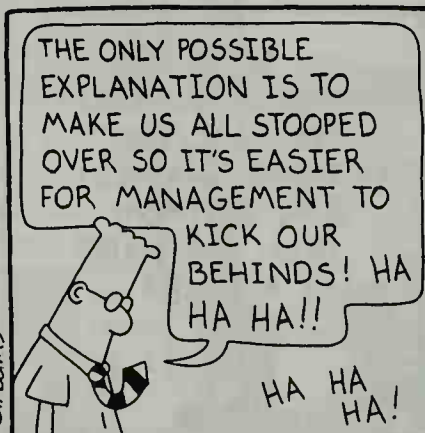
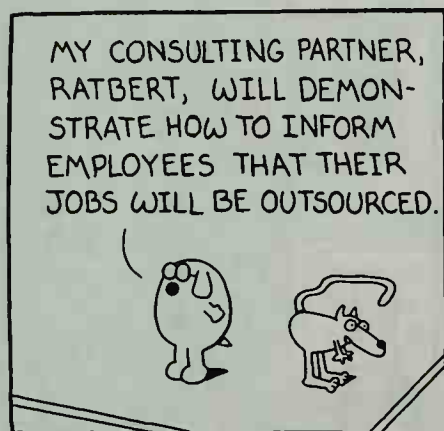
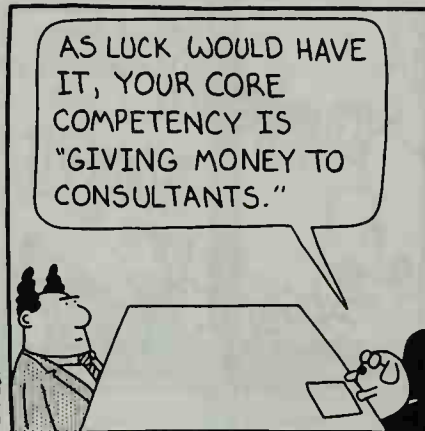
That said, I do feel an irrational need to make one futile attempt to clear up the biggest misconception about my opinions: I'm not *anti-management*. I'm *anti-idiot*. The two groups intersect so often that I use the terms interchangeably, even though I know I shouldn't. Let me set the record straight: If you think you're a smart manager, you have my word that I'm only making fun of other people.*

Sincerely,

A handwritten signature in black ink that reads "S. Adams". The signature is stylized, with the "S" being large and looping, and the "Adams" written in a cursive-like script.

Scott Adams

*Unless you worship unicorns.





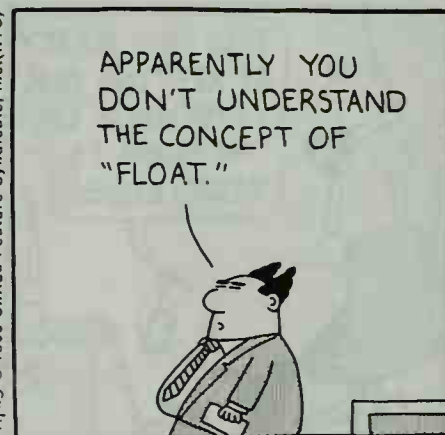
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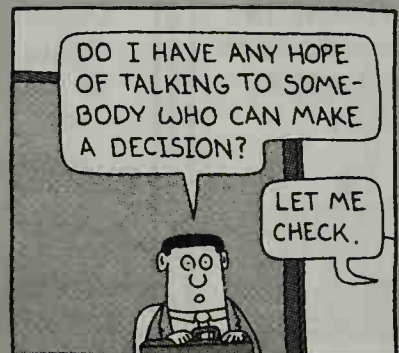
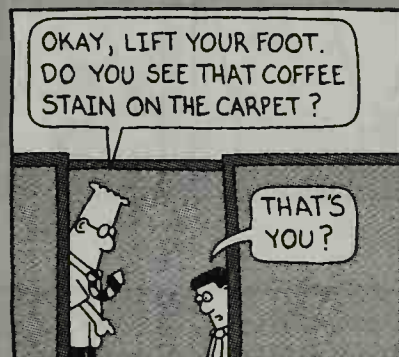
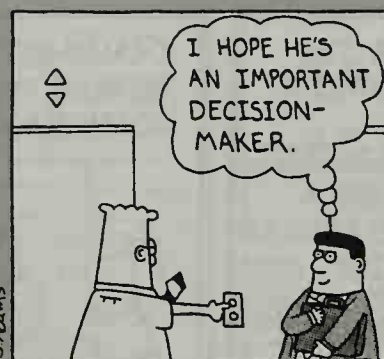


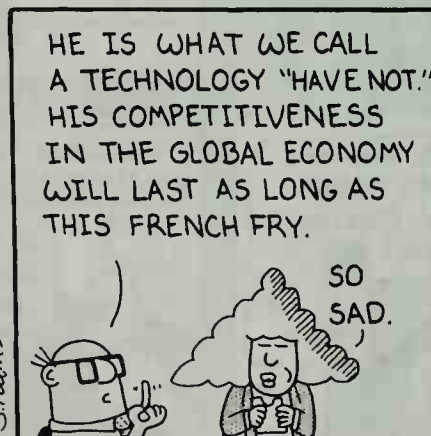
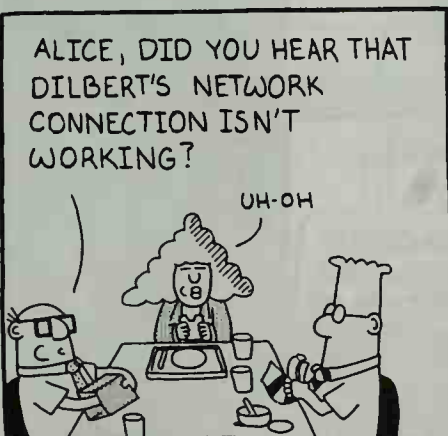
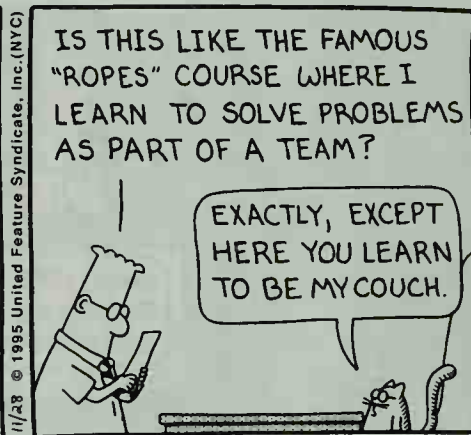
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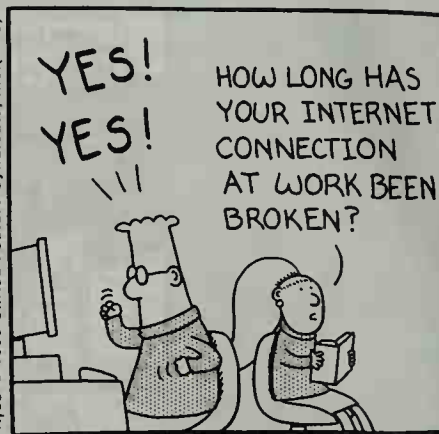




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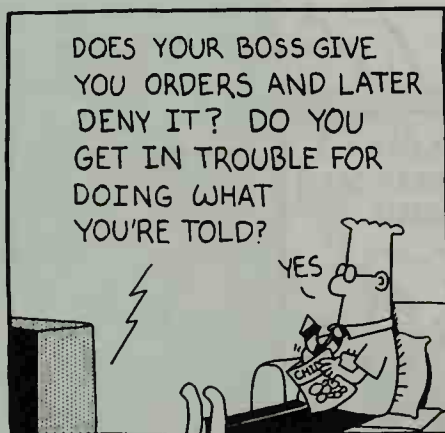
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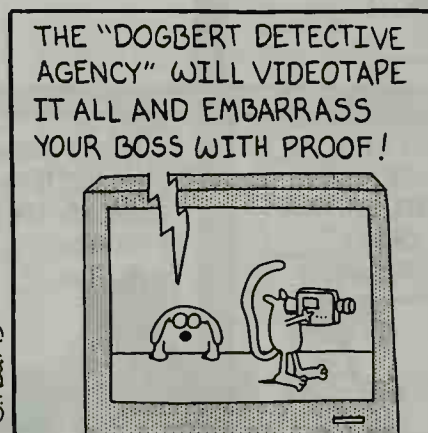
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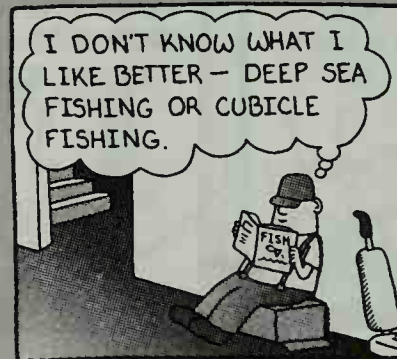
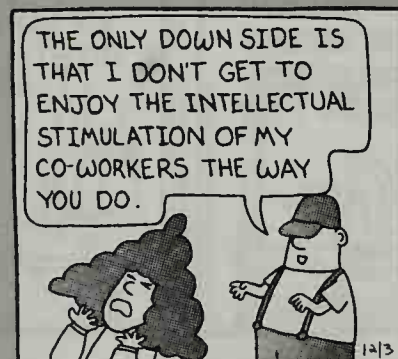
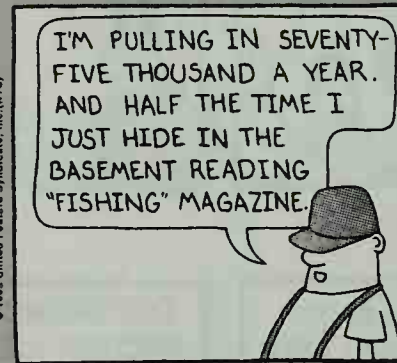


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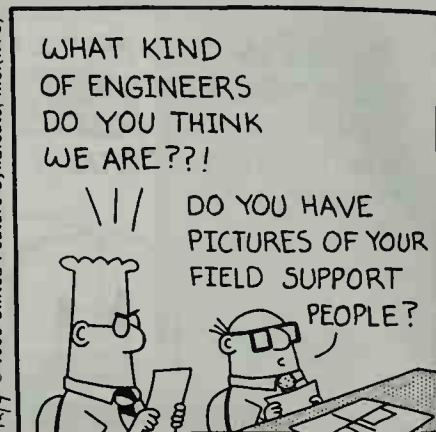




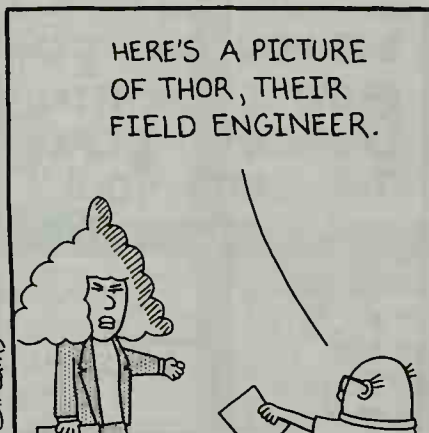
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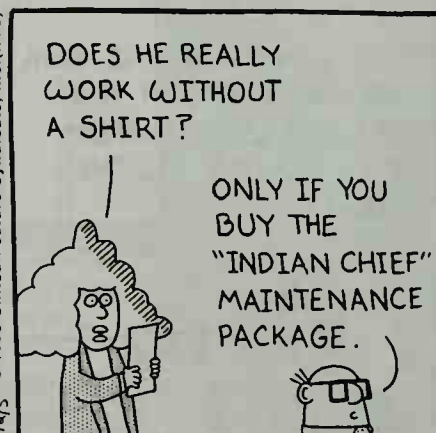
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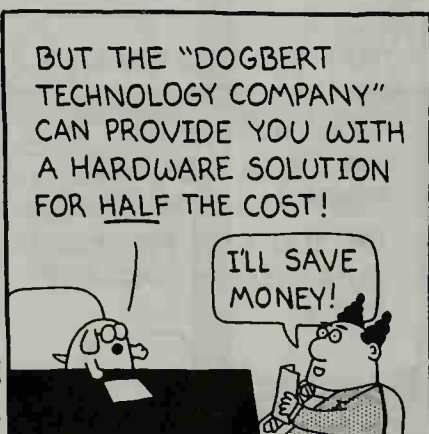
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SO, YOU IGNORED MY RECOMMENDATION AND BOUGHT A LOW-COST SYSTEM THAT'S TOTALLY INADEQUATE...



S. Adams

YOU COMPENSATED FOR THIS BLUNDER BY MAKING IT PART OF MY OBJECTIVES TO MAKE THE SYSTEM WORK...

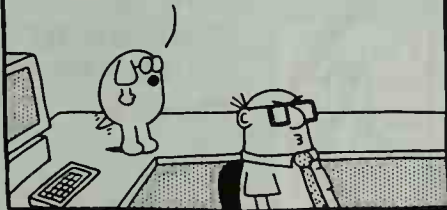


YOU'LL GET A BONUS FOR SAVING MONEY. I'LL GET FIRED, THUS SAVING MORE MONEY AND EARNING YOU ANOTHER BONUS.



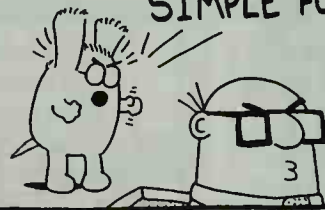
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IT'S FUNNY - BEFORE YOUR COMPANY BOUGHT THAT CRITICAL SYSTEM FROM ME, YOU HAD ALL THE POWER...



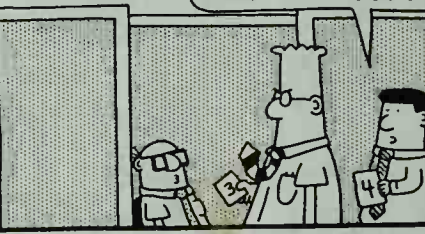
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BUT NOW, ONLY I CAN PROVIDE ESSENTIAL UPGRADES!! I CALL THE SHOTS, YOU SIMPLE FOOL!!



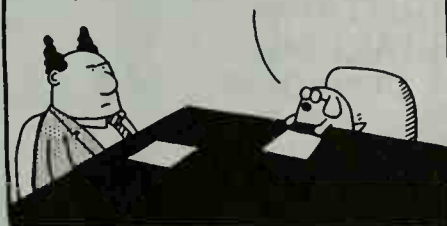
SEND IN THE NEXT EMPLOYEE.

AT LEAST WE DON'T HAVE ANY MULTI-VENDOR COMPATIBILITY ISSUES.



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IT'S INEXPLICABLE, BUT THE LOW-COST SYSTEM I SOLD YOU SEEMS TO BE WOEFULLY UNDER-POWERED.



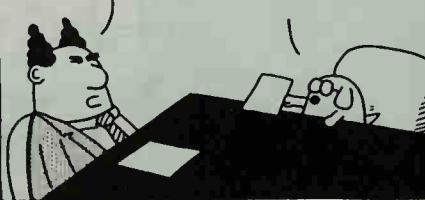
S. Adams

YOU COULD REPLACE IT WITH ANOTHER VENDOR'S SYSTEM, THUS SHOWING EVERYBODY YOU MADE A MISTAKE. OR YOU CAN PAY MY OUTRAGEOUS UPGRADE FEES.



HOW BIG A FOOL DO YOU THINK I AM?

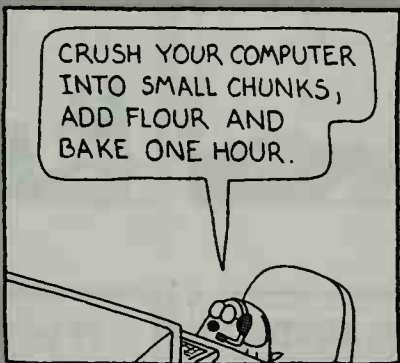
I WON'T KNOW UNTIL I SEE IF YOU GO FOR THE LEASE OPTION.



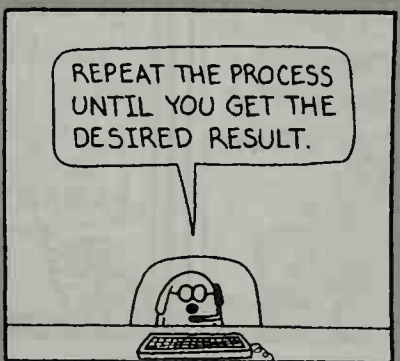
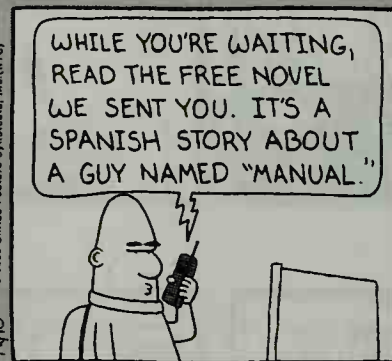
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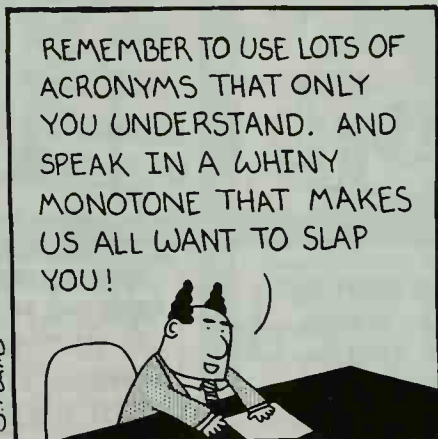
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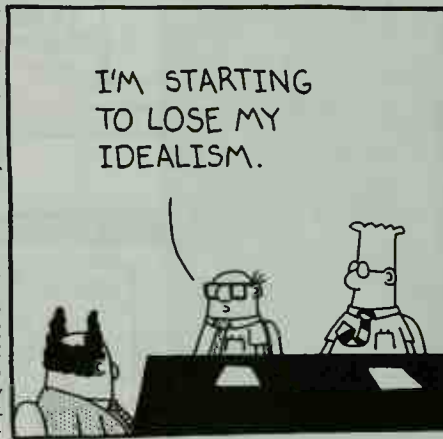
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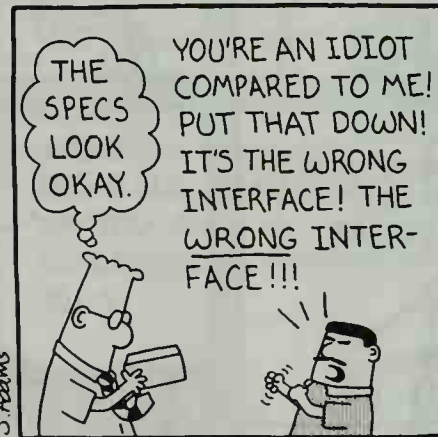
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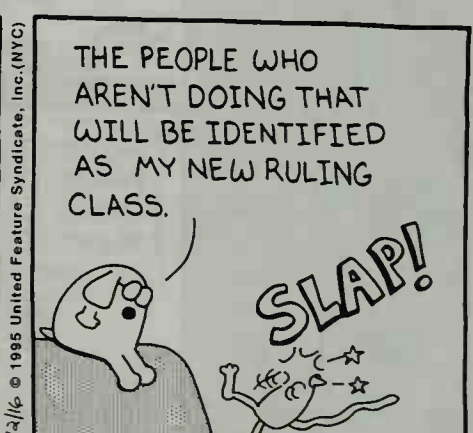
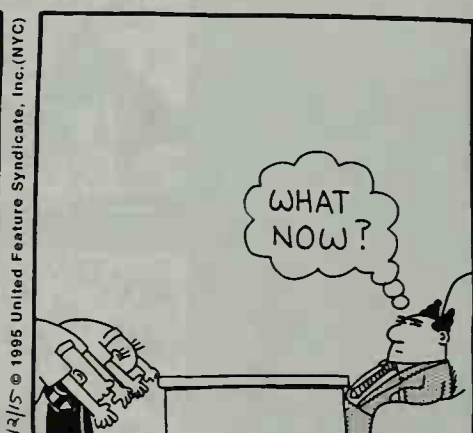
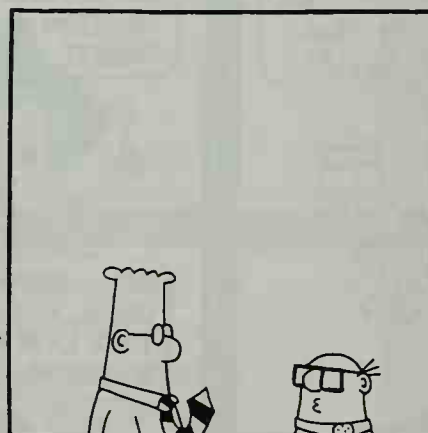
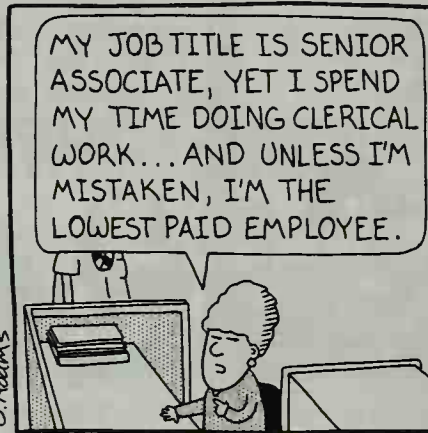


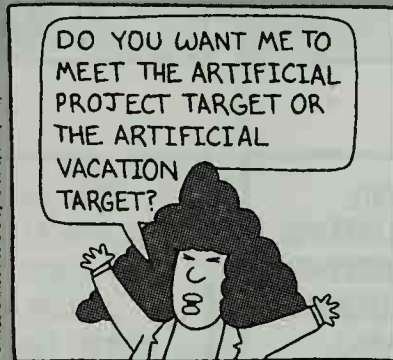
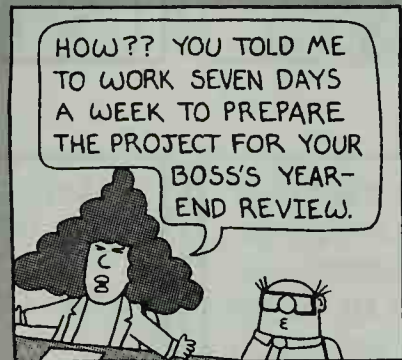
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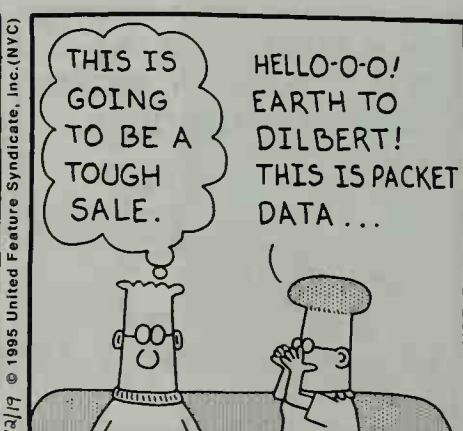
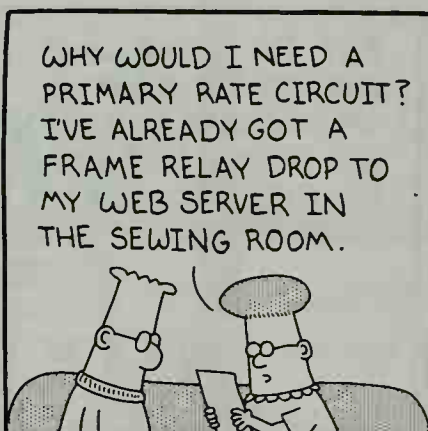
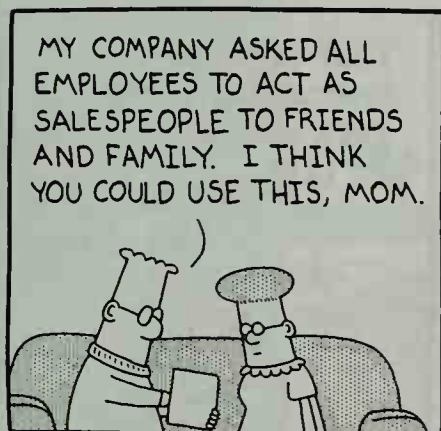








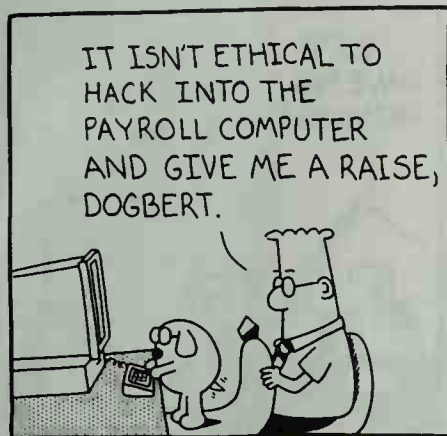
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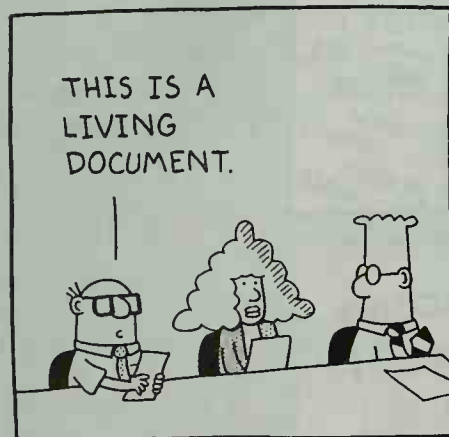
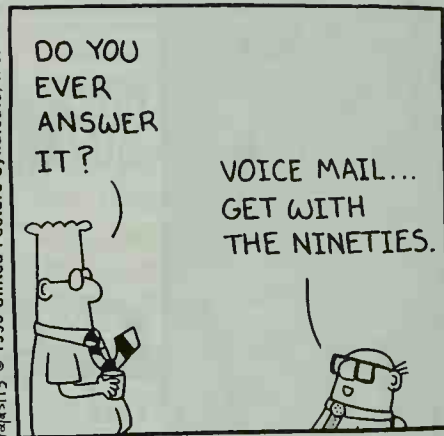
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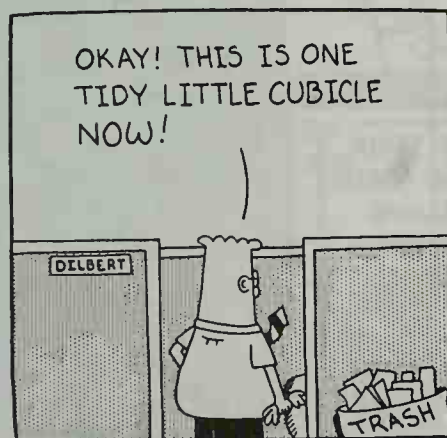
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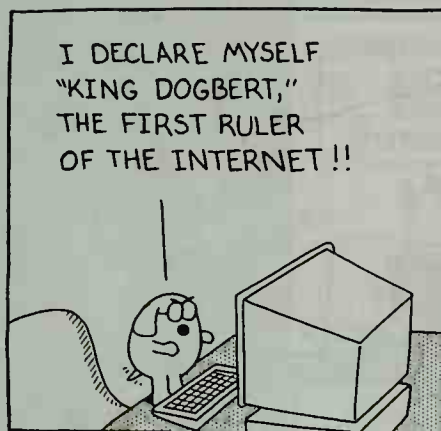


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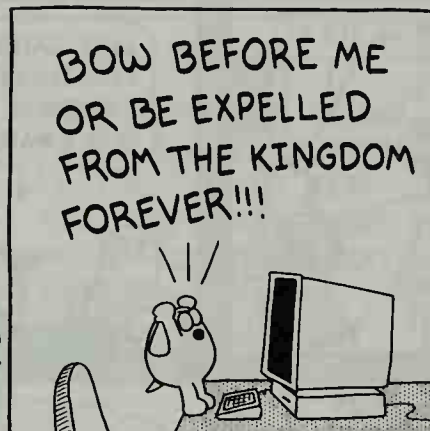


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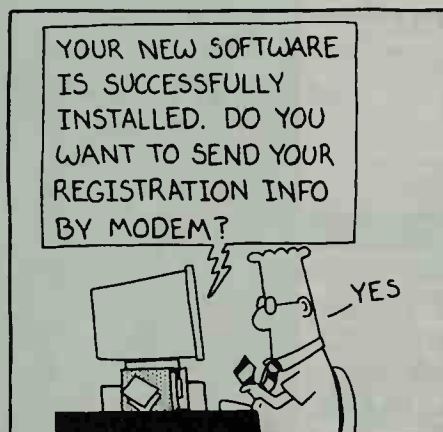
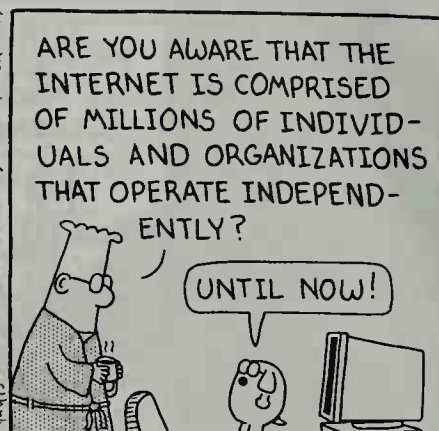




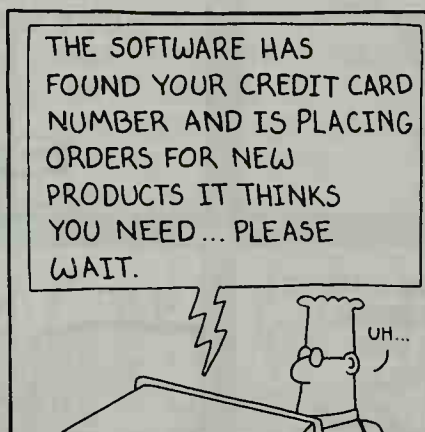
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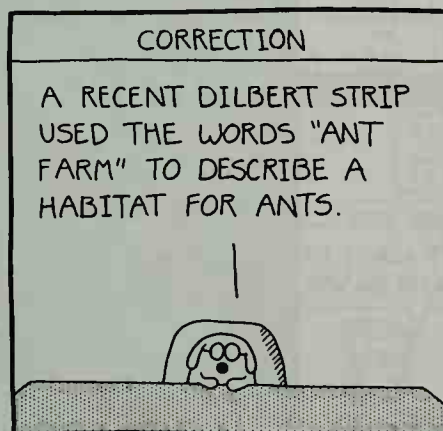
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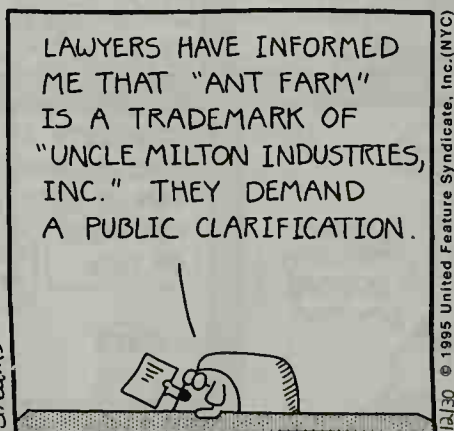
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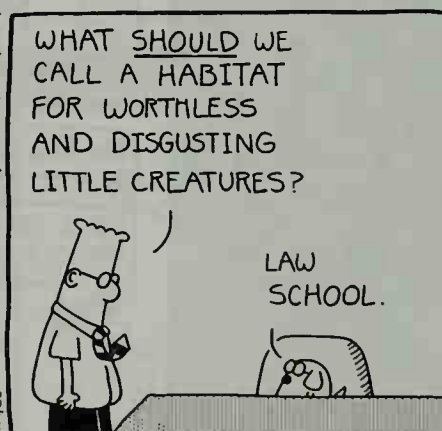
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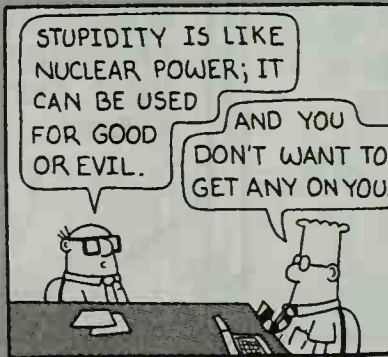
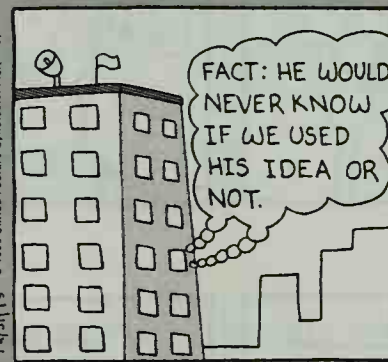
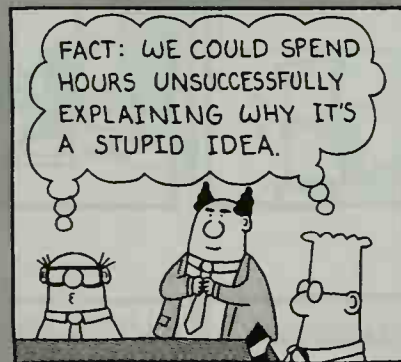
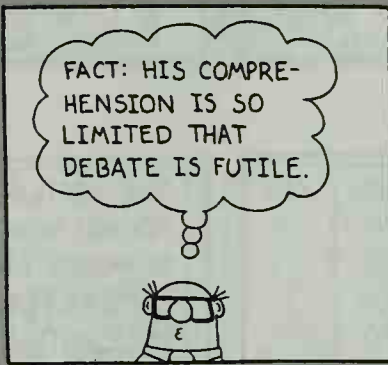
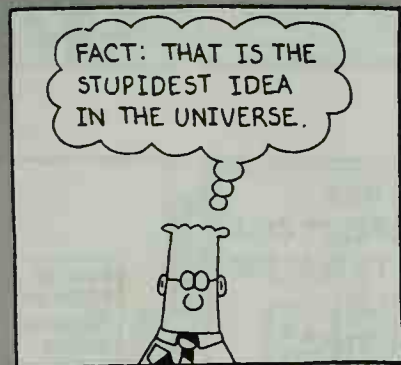


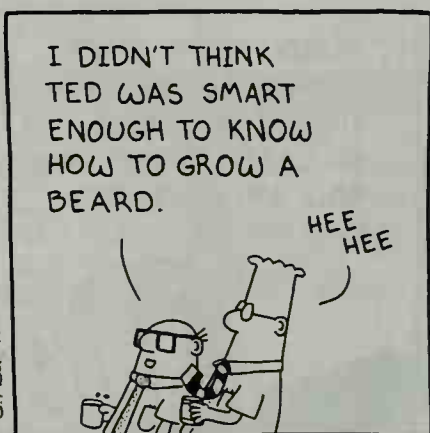
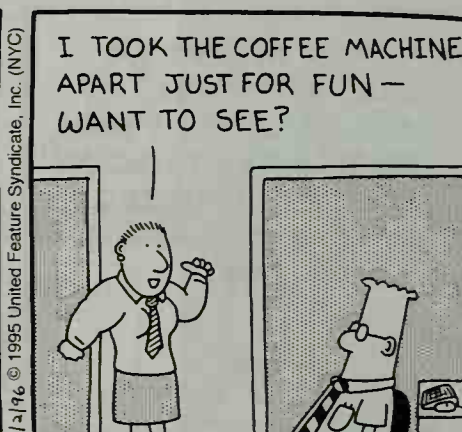
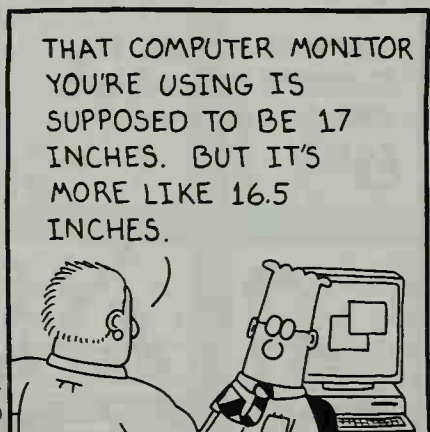
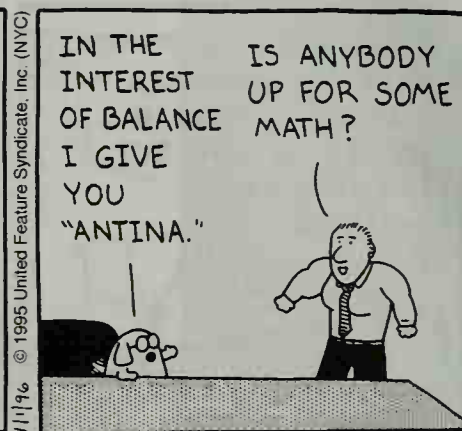
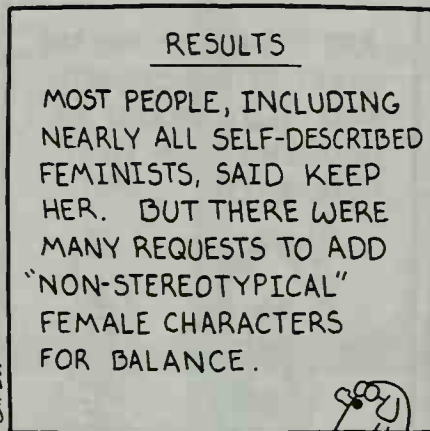
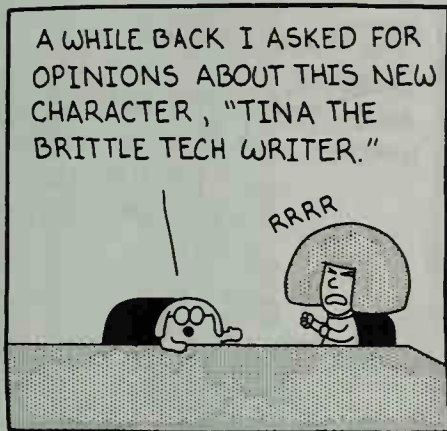
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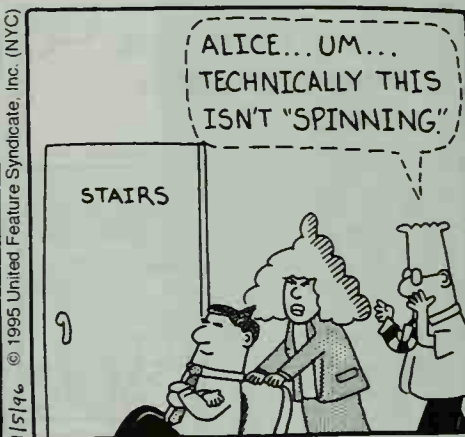
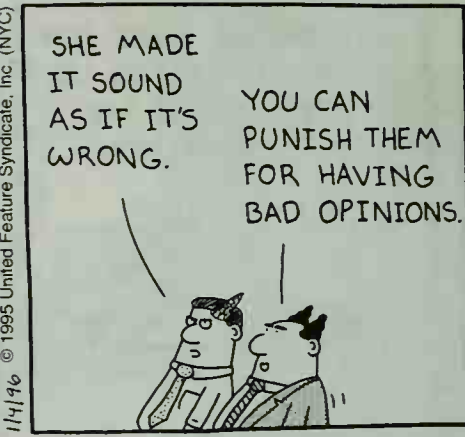
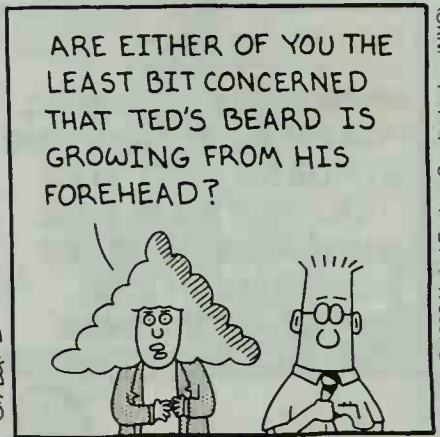


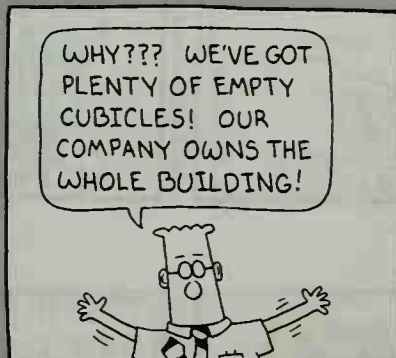
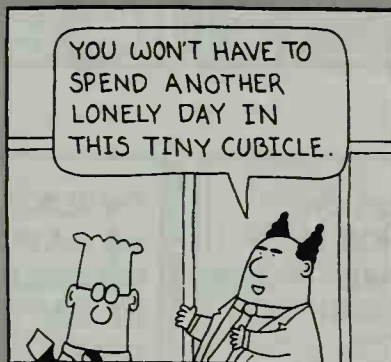
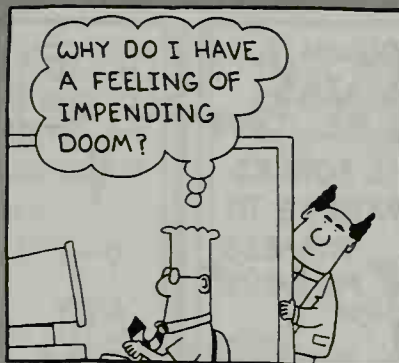
(c) 1995 United Feature Syndicate, Inc. (NYC)







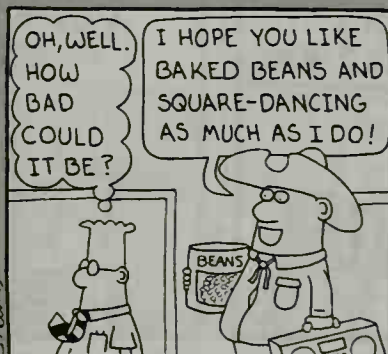


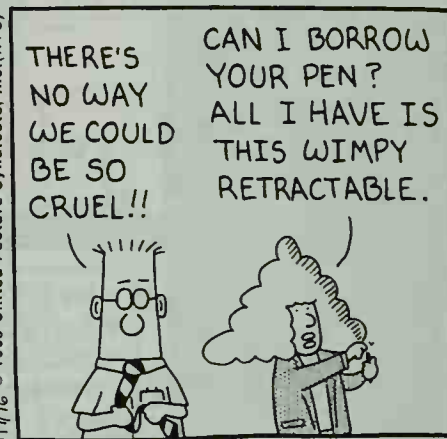
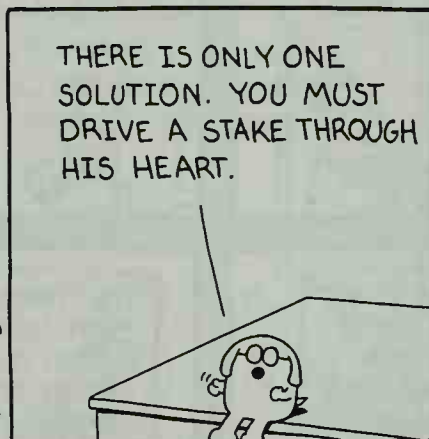
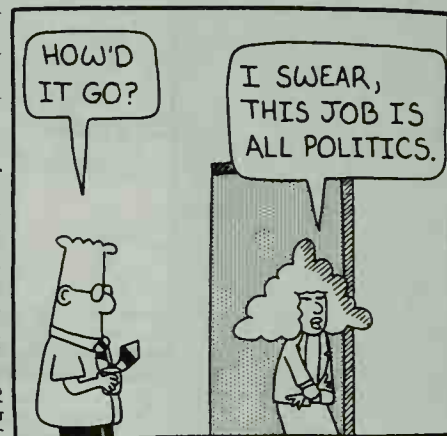
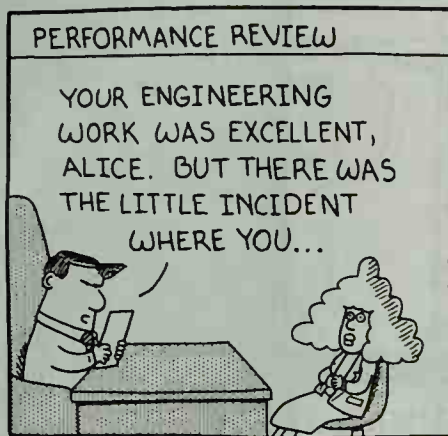


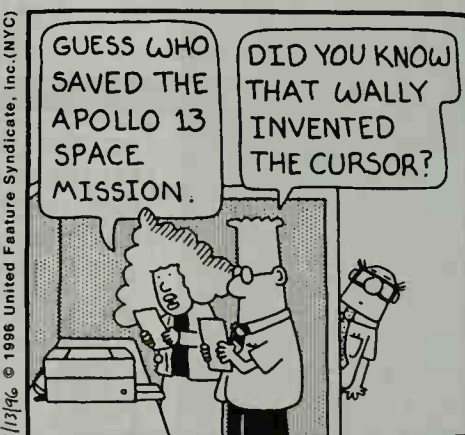
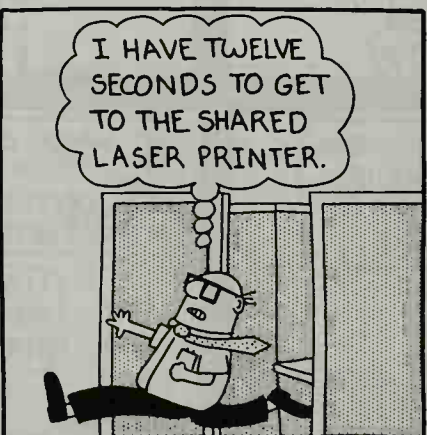
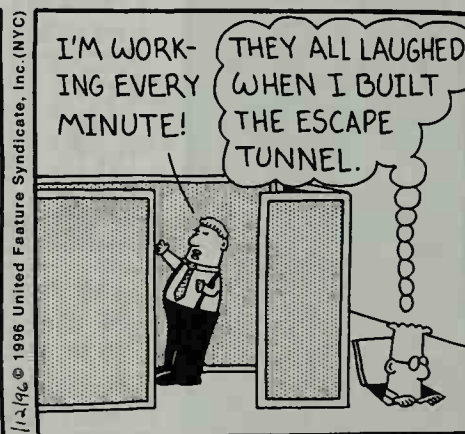
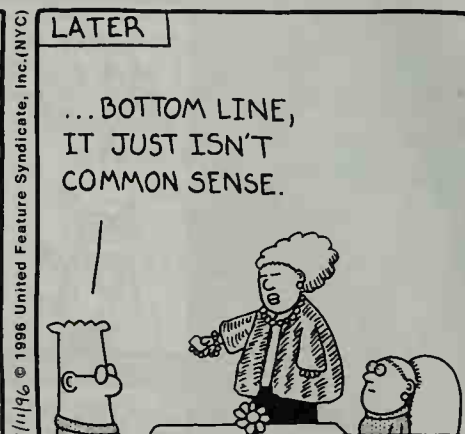
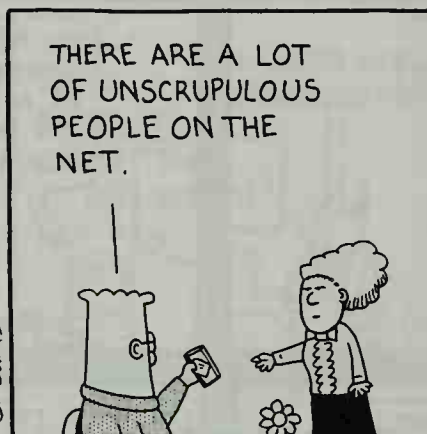
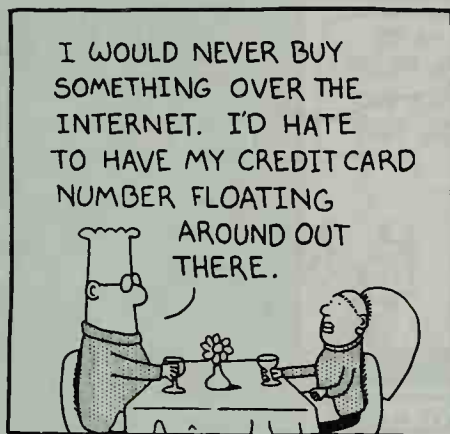
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1/7/96

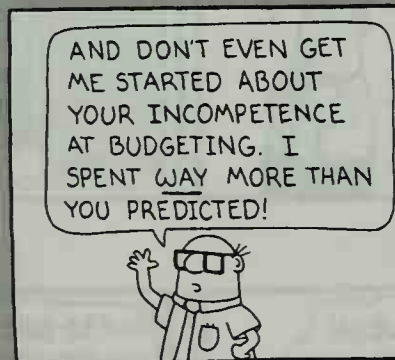


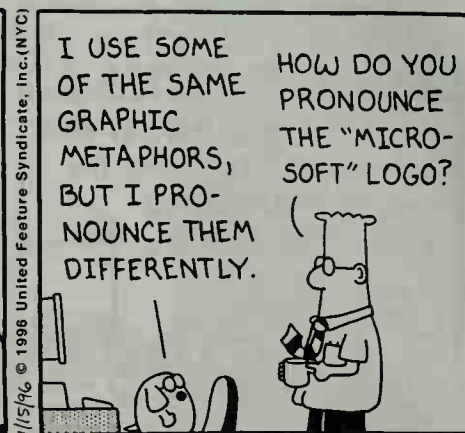
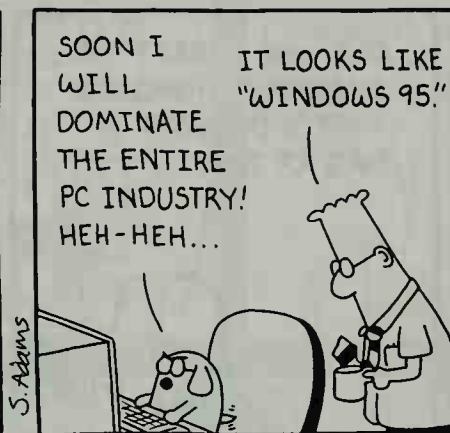
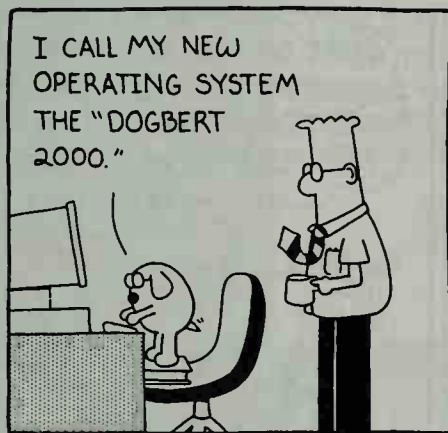
S. Adams







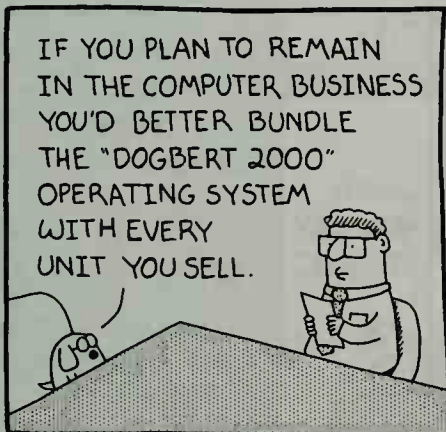
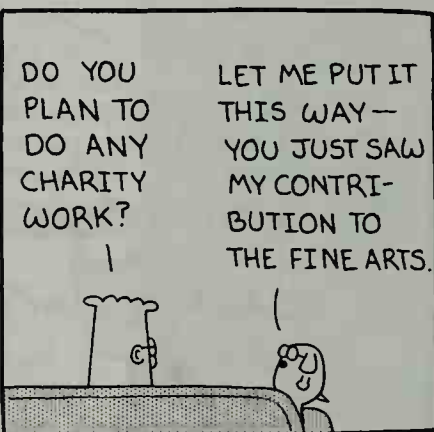




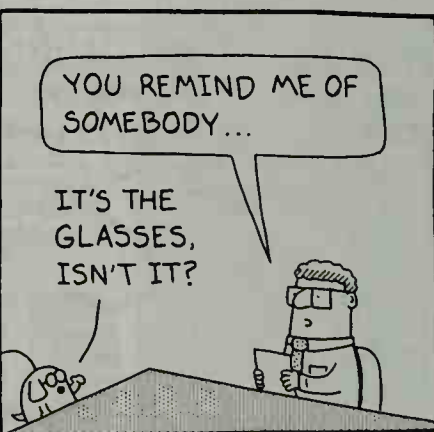
1/5/96 © 1996 United Feature Syndicate, Inc. (NYC)

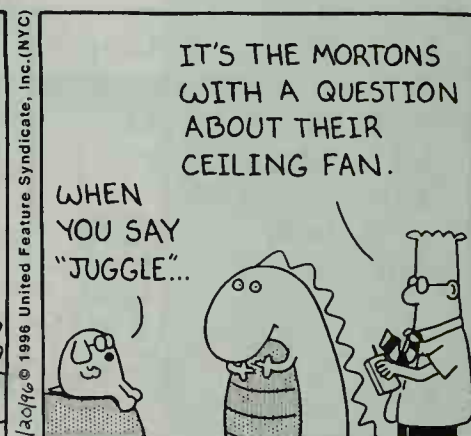
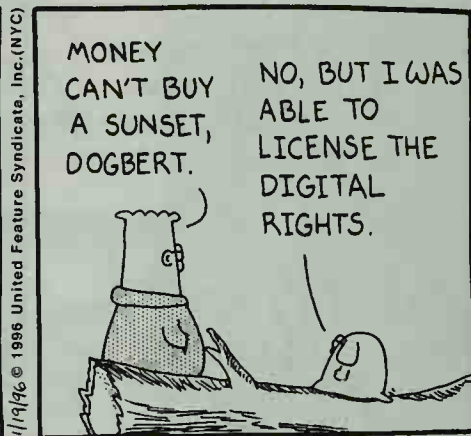
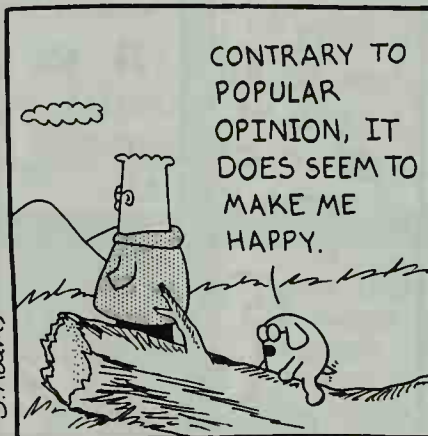
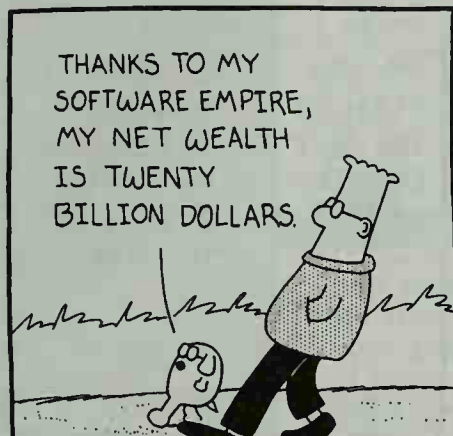
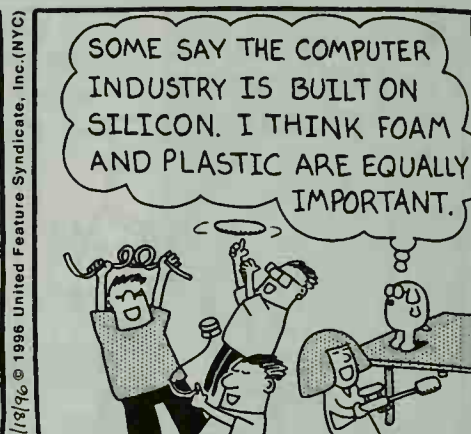
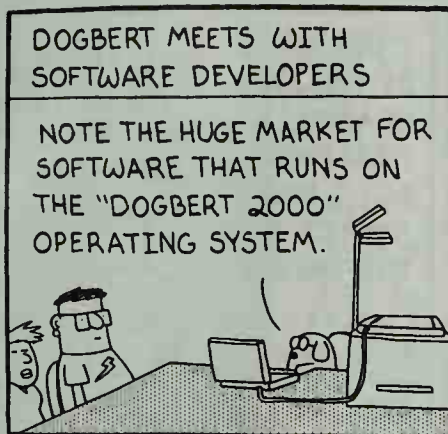


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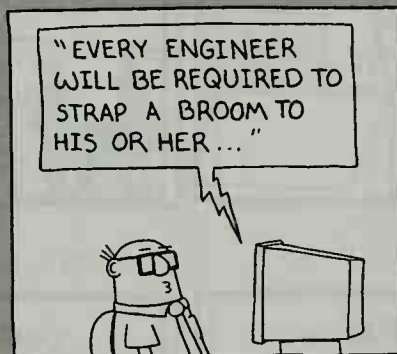
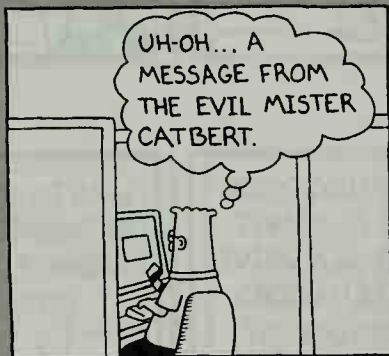
1/7/96 © 1996 United Feature Syndicate, Inc. (NYC)





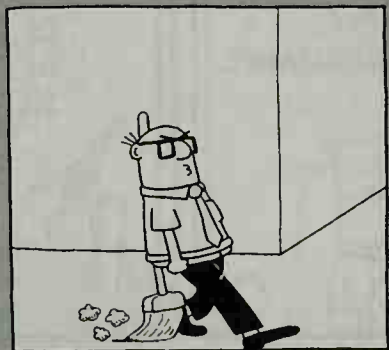


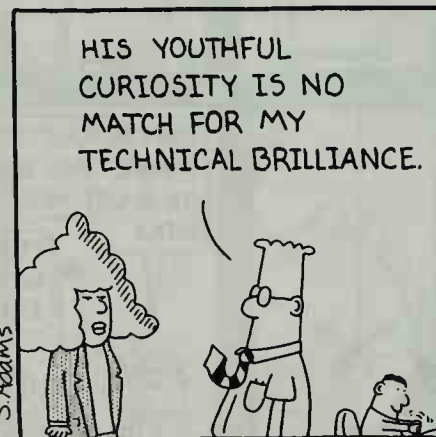
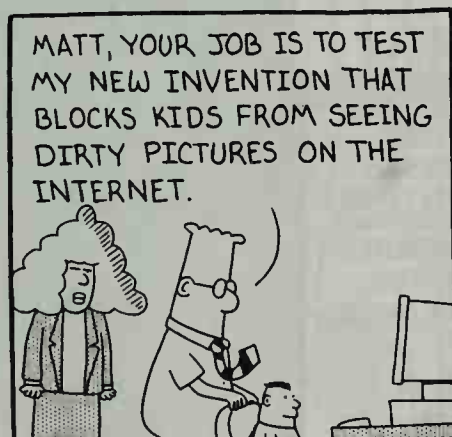
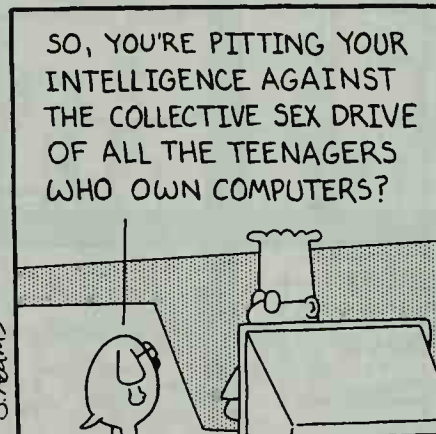
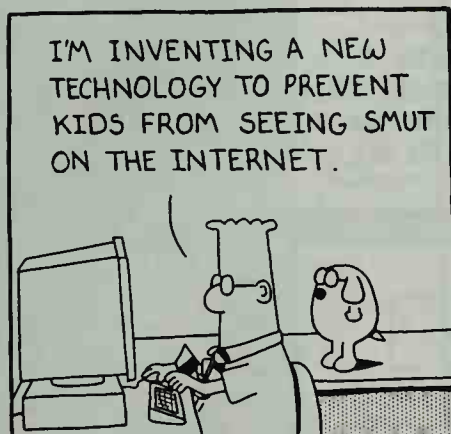
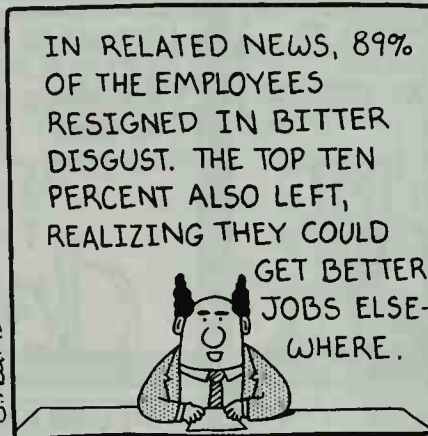
S ADAMS



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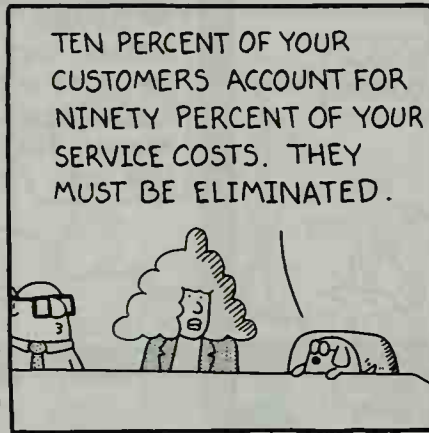
1/21/98







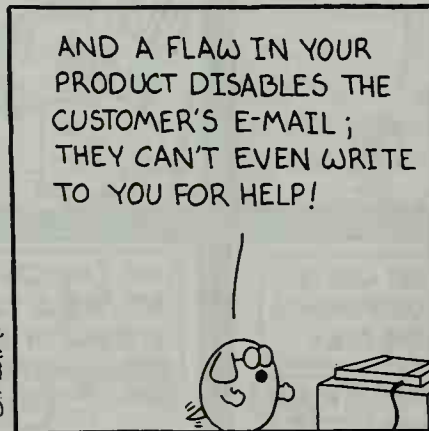
S. Adams



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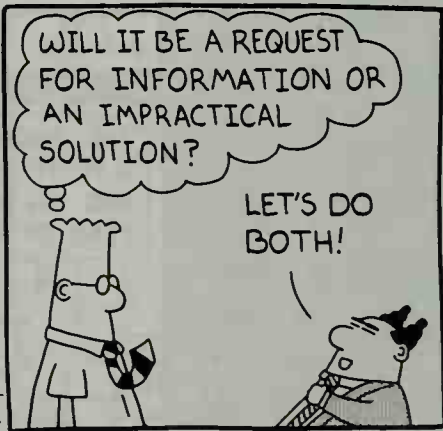
1/26/96 © 1996 United Feature Syndicate, Inc. (NYC)

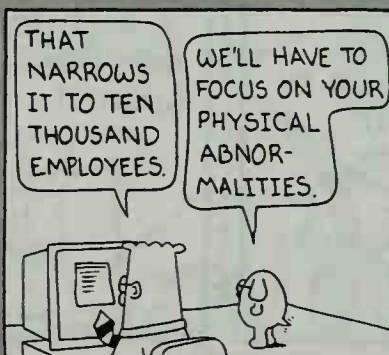
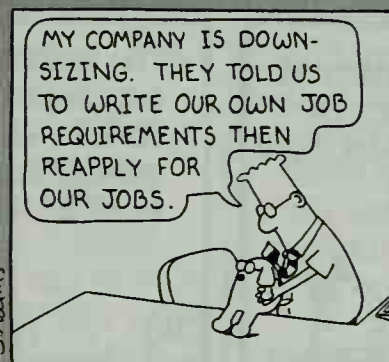


S. Adams



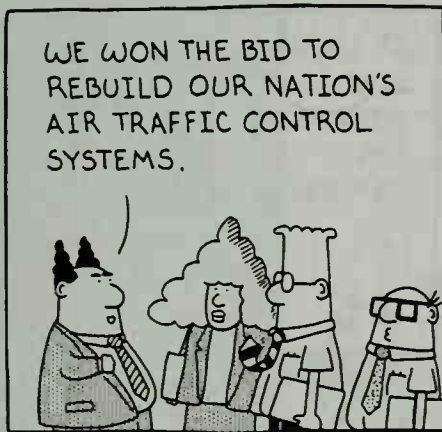
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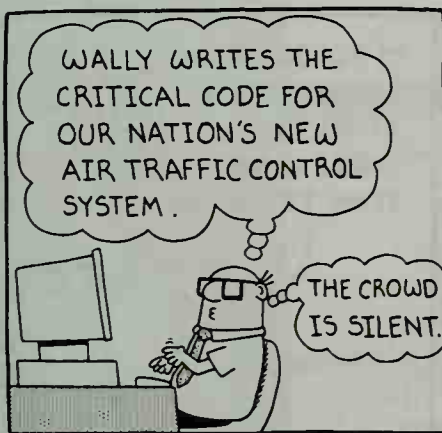
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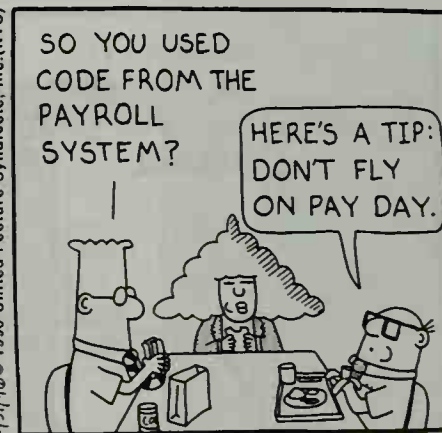
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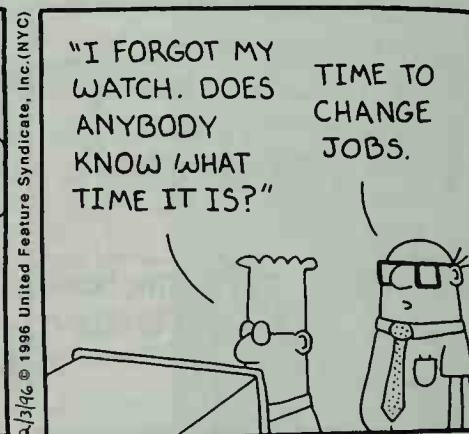
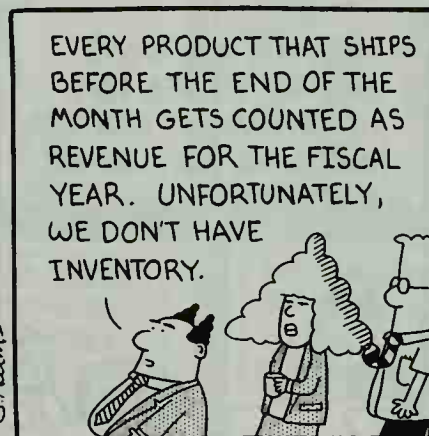
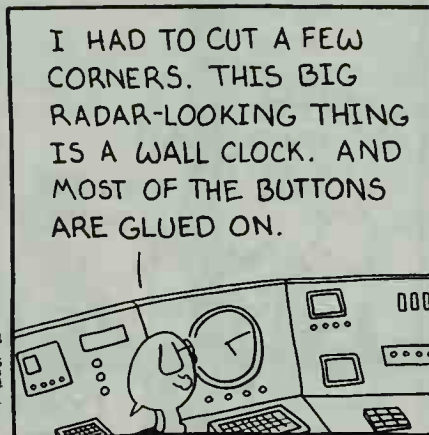


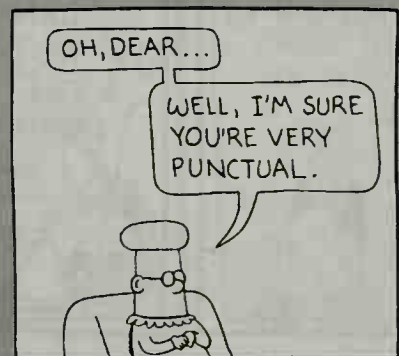
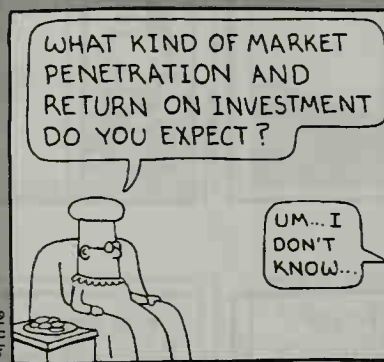
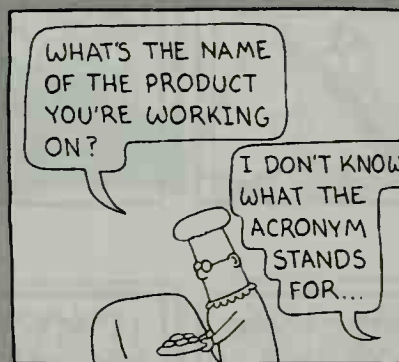
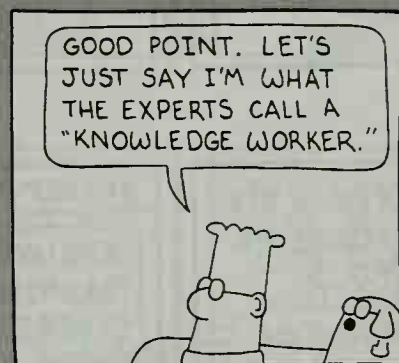
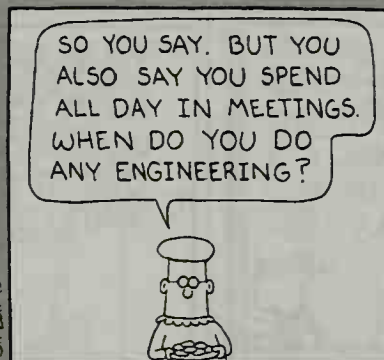
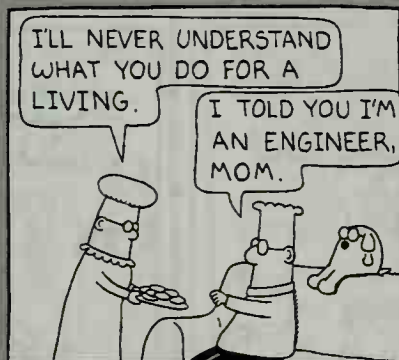
S. Adams

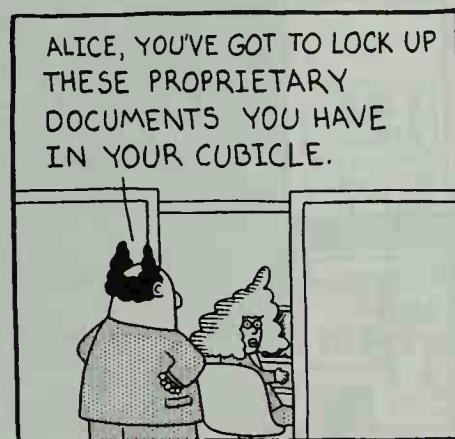
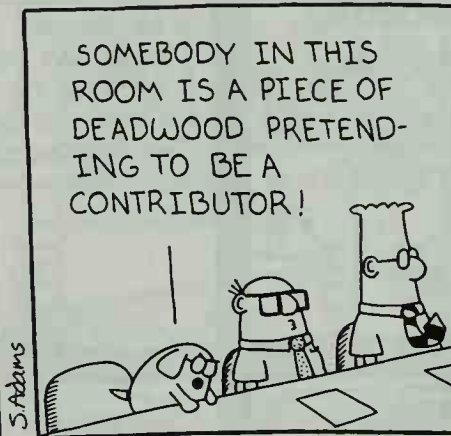
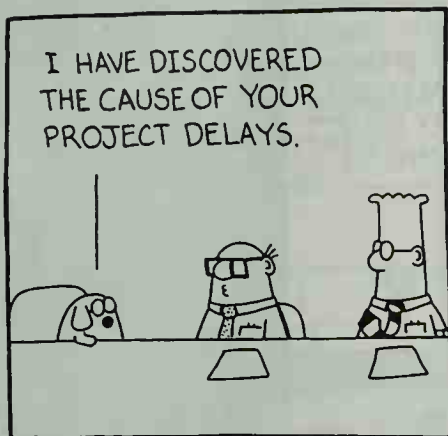


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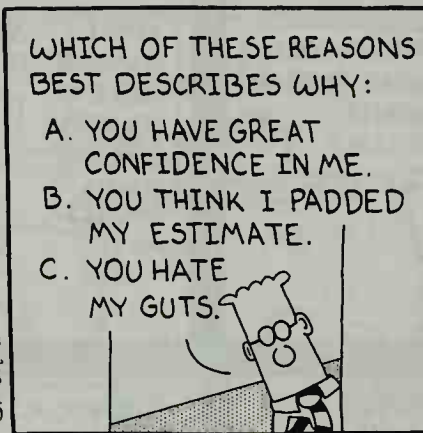




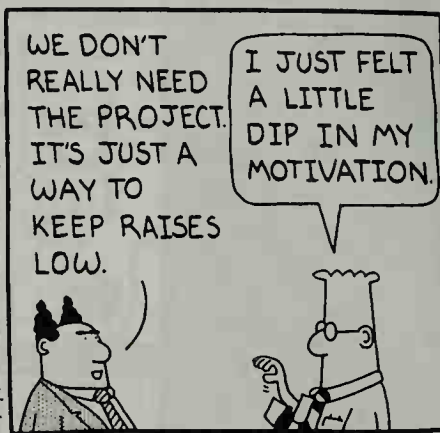




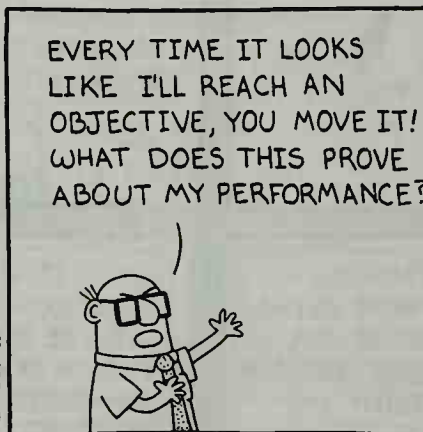
S. Adams



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S. Adams



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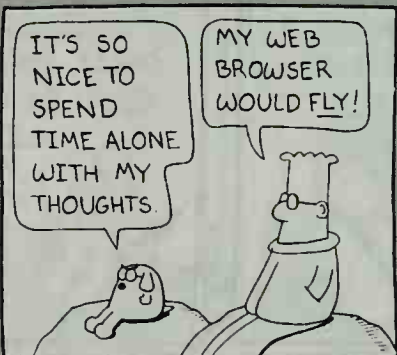
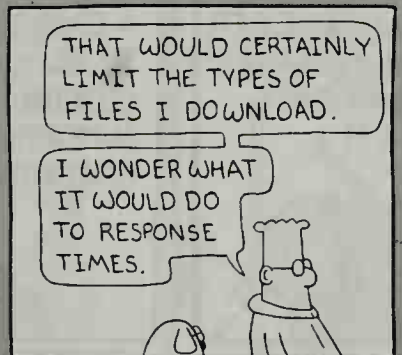
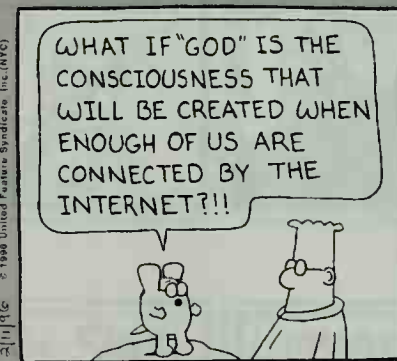
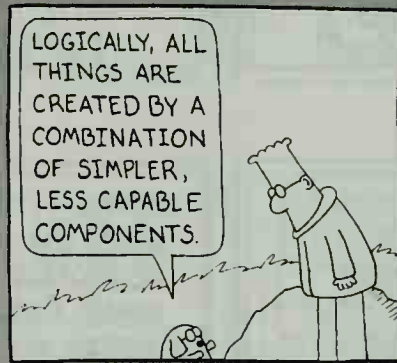
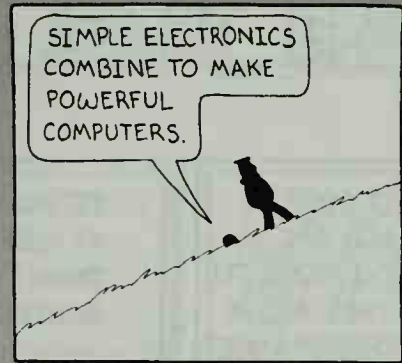
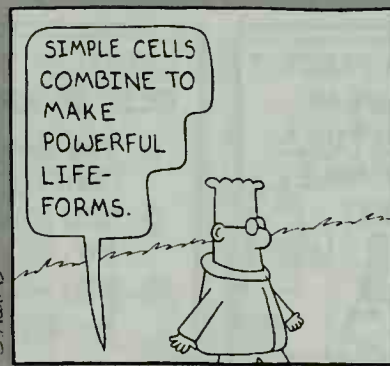
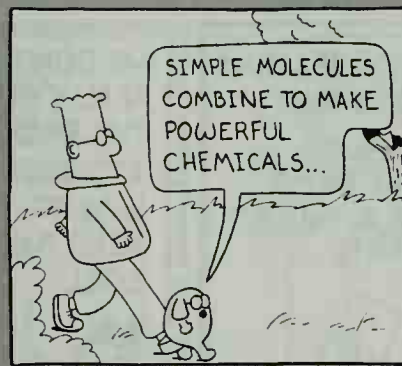


S. Adams



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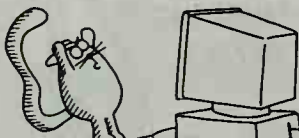
CATBERT THE EVIL HUMAN
RESOURCES DIRECTOR

THE EMPLOYEES HAVE
TOO MUCH TIME OFF.
IT MUST BE STOPPED.



S. Adams

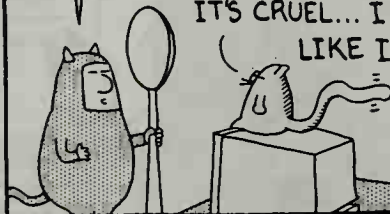
I SUMMON THE
DEMONS OF
DARKNESS TO
ASSIST ME!!!



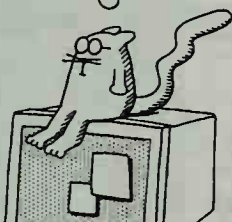
2/12/96 © 1996 United Feature Syndicate, Inc. (NYC)

... ELIMINATE SICK DAYS.
MAKE THEM USE VACATION
DAYS WHEN THEY'RE ILL.
CALL IT A "TIME BANK."

IT'S PLAYFUL...
IT'S CRUEL... I
LIKE IT.



I KNOW I SHOULD BE
OFF TORMENTING
PEOPLE...



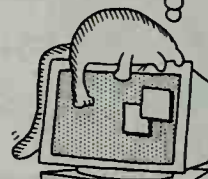
S. Adams

BUT I CAN'T PRY
MYSELF AWAY FROM
THIS MOST
EXCELLENT BUTT-
WARMING DEVICE.



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IT'S PROBABLY BECAUSE
OF THE HYPE, BUT I'M
THINKING THIS WOULD
BE EVEN BETTER WITH
"WINDOWS 95."



AS A CO-OP EMPLOYEE,
YOU CAN'T EXPECT THE
SAME LUSH CUBICLE
ENVIRONMENT THAT THE
REGULAR EMPLOYEES
ENJOY.



S. Adams

YOU'LL BE SHARING
THIS CUBICLE WITH
OUR OTHER CO-OPS.



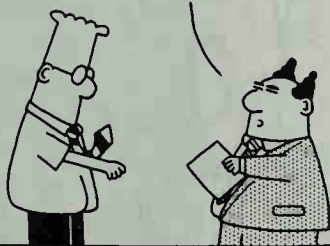
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I HEARD
THAT THE
NEW CO-OP
ONLY LASTED
ONE DAY.

HE DIDN'T
FIT IN.



HERE'S THE REVISED
STANDARD EMPLOYMENT
AGREEMENT. SIGN IT
OR BE FIRED.



S. Adams

"THIS AGREEMENT IS
BETWEEN THE COMPANY
(HEREAFTER REFERRED
TO AS 'THE ONLY COMPANY
THAT WOULD EVER HIRE
YOU') AND YOU (HERE-
AFTER CALLED
'PUDDING
HEAD')."



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IT SEEMS
TO HAVE
A BIT OF
ATTITUDE.

OUR LAWYERS
TURNED ON
US. I SUSPECT
RABIES.



I CAN'T BELIEVE THEY
EXPECT US TO SIGN THESE
NEW EMPLOYMENT AGREE-
MENT FORMS.



ACCORDING TO THIS,
ANYTHING WE EVEN
THINK OF BECOMES THE
COMPANY'S PROPERTY. I'M
SURPRISED THEY DON'T
CLAIM OUR FIRSTBORN
SONS!



S. Adams

WHAT DO YOU SUPPOSE IT
MEANS WHEN THEY
COPYRIGHT OUR "DNA
AND ALL DERIVATIVE
WORKS"? THEY'D MAKE AN
EXCEPTION FOR
YOU.



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LOOK AT THE AGREEMENT MY
COMPANY IS FORCING US
TO SIGN. THEY CLAIM THE
RIGHTS TO ANY IDEA AN
EMPLOYEE EVER HAS.



S. Adams

NO PROBLEM. JUST RETYPE
IT WITH A FEW STRATEGIC
OMISSIONS AND SIGN IT.
THEY CAN'T PROOFREAD
EVERY ONE.

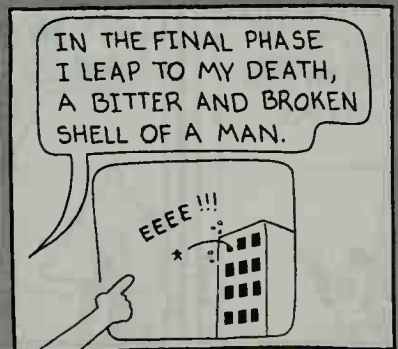
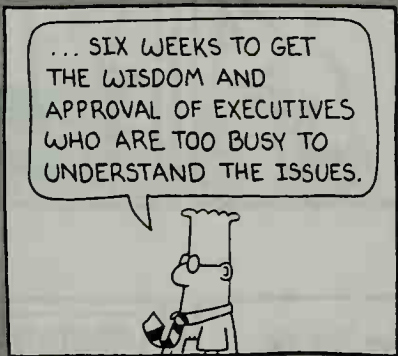
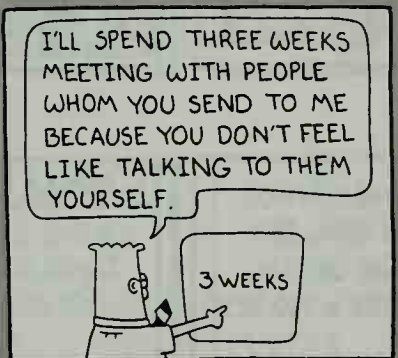
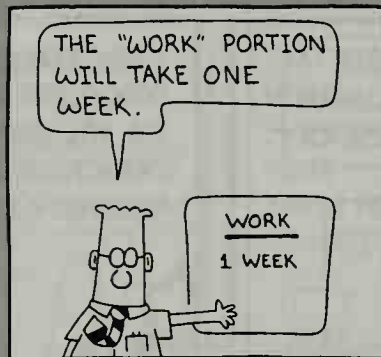


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WOULDN'T
THAT BE
DISHONEST?

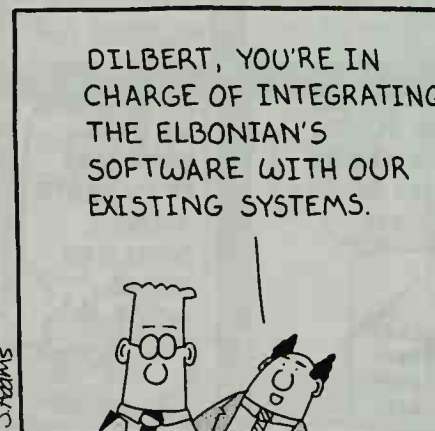
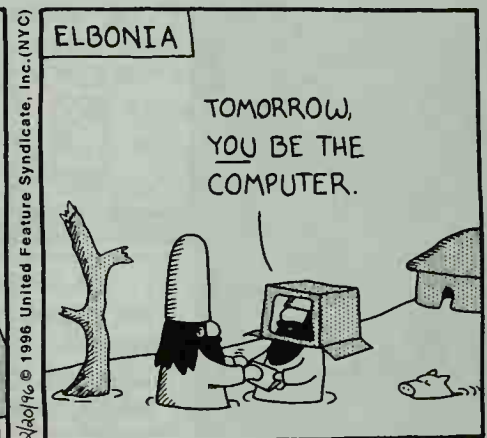
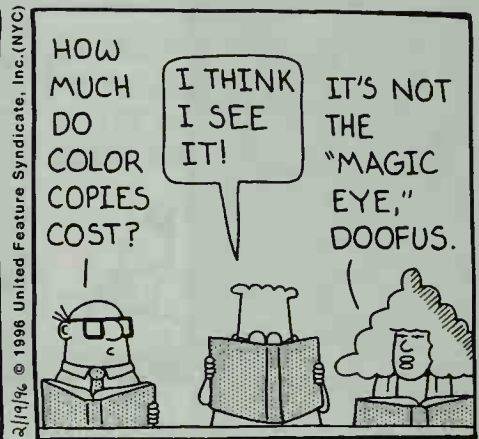
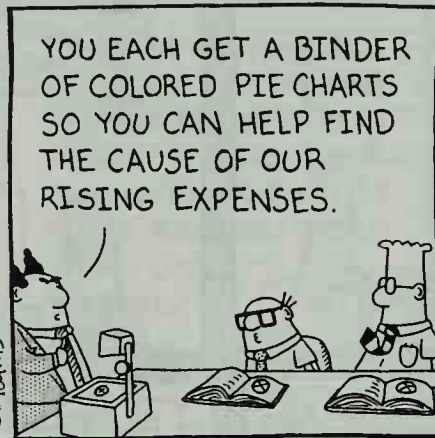
MAYBE YOU
COULD JUST
SHOW THEM
SOME OF YOUR
IDEAS AND
THEY'D GRANT
A WAIVER.





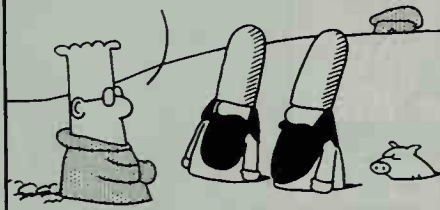
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S. Adams



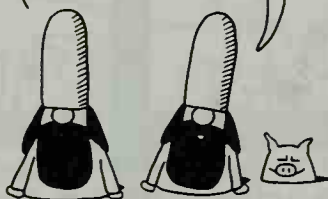
SOMEWHERE IN ELBONIA

I'VE BEEN ASSIGNED TO CHECK THE SOFTWARE YOU'RE WRITING FOR US UNDER CONTRACT.



S. Adams

THE DOCUMENTATION IS WRITTEN IN OUR OWN ELBONIAN LANGUAGE. IS THAT A PROBLEM?



THAT'S BETTER THAN I'D HOPED. I WAS AFRAID NOBODY HERE KNEW HOW TO WRITE.

WRITING IS EASY. SOMEDAY WE HOPE TO READ, TOO.



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BEFORE I ACCEPT THE SOFTWARE YOU WROTE UNDER CONTRACT, TELL ME WHAT DEVELOPMENT METHODOLOGY YOU USE.



S. Adams

WE HOLD VILLAGE MEETINGS TO BOAST OF OUR SKILLS AND CURSE THE DEVIL-SPAWNED END-USERS.

SOMETIMES WE JUGGLE.



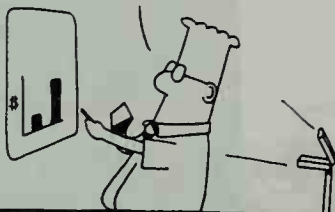
AT THE LAST MINUTE WE SLAM OUT SOME CODE AND GO ROLLER SKATING.

I WOULD FIND THIS HUMOROUS IF NOT FOR THE PIG ON MY BACK.



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YOU SAVED ONE MILLION DOLLARS BY HAVING PROGRAMMERS IN ELBONIA WRITE SOFTWARE FOR US.



S. Adams

BUT WE WASTED FOUR MILLION DOLLARS TRYING TO DEBUG THE SOFTWARE.

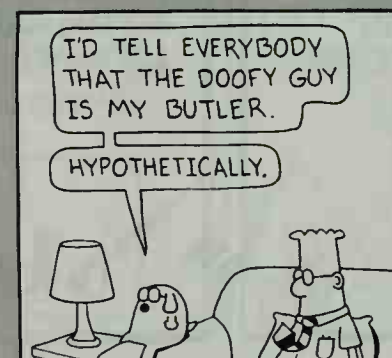
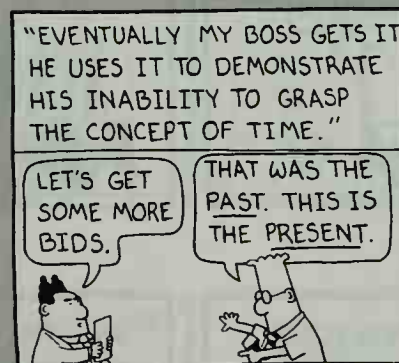


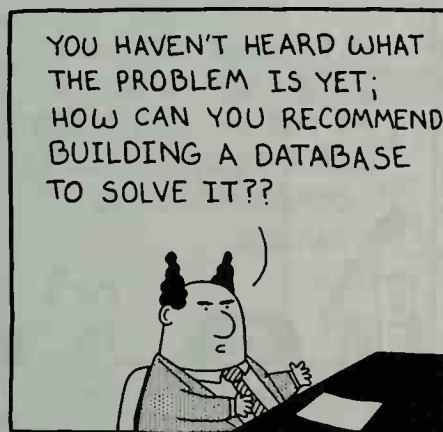
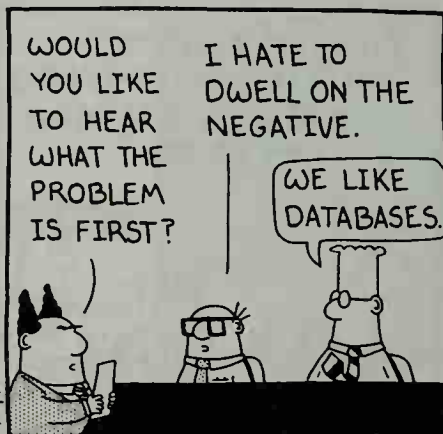
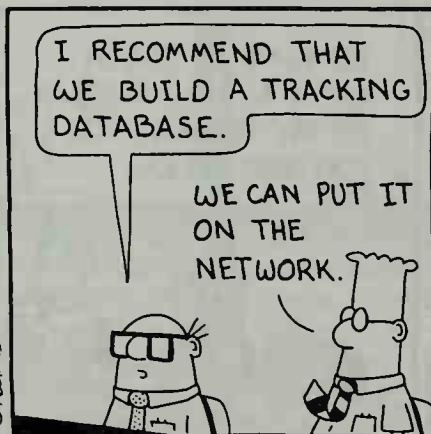
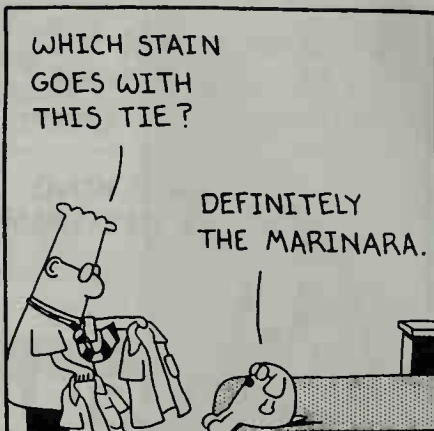
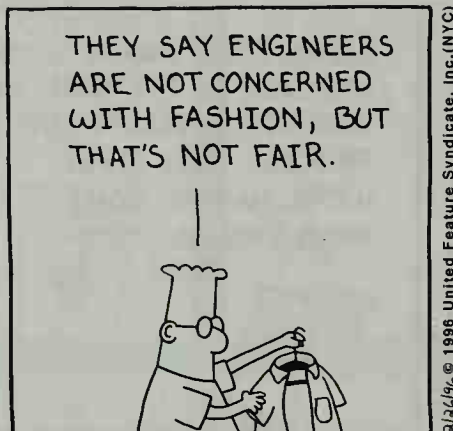
AND THE ENTIRE STAFF OF OUR QUALITY ASSURANCE GROUP QUIT TO BECOME MIMES.

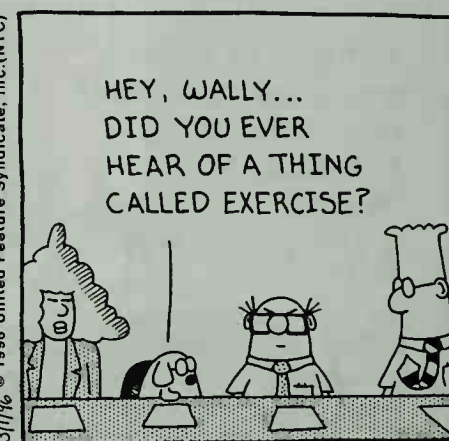
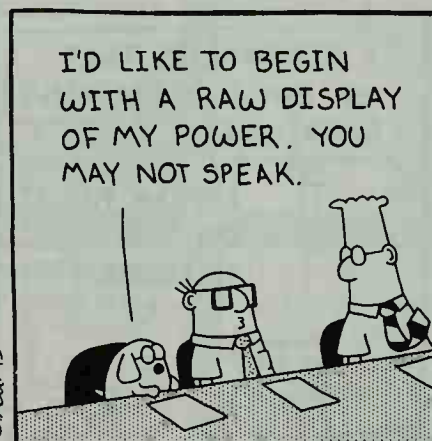
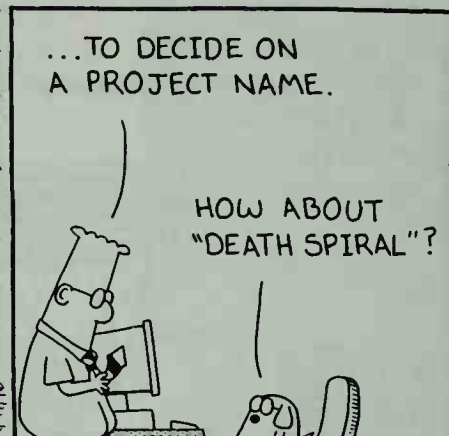
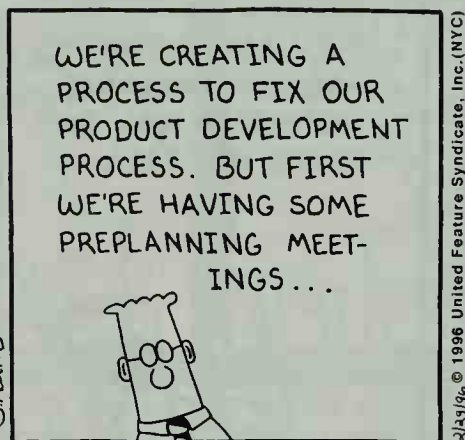
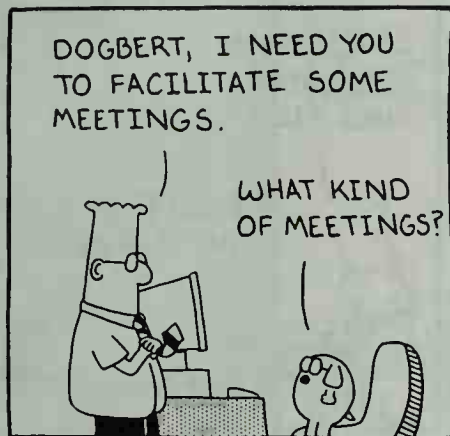
LET'S BLAME THE MIMES; THEY WON'T TALK.

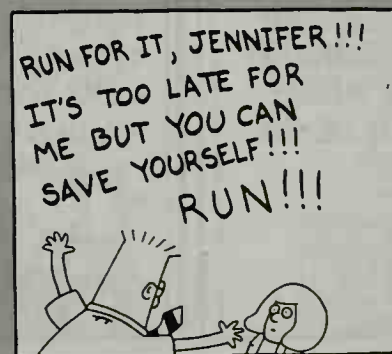
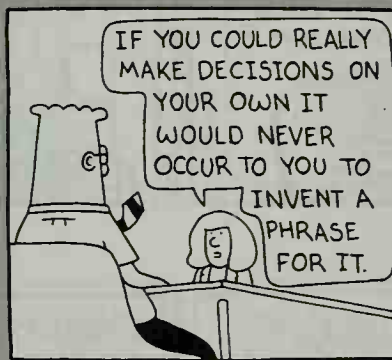
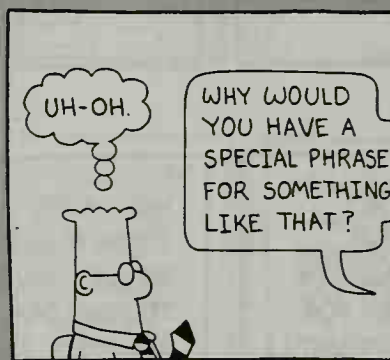
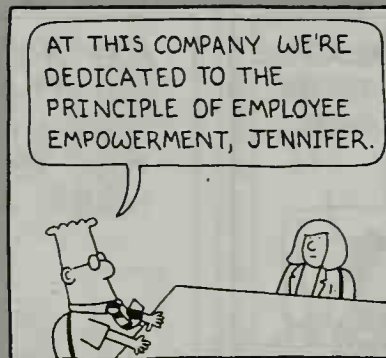


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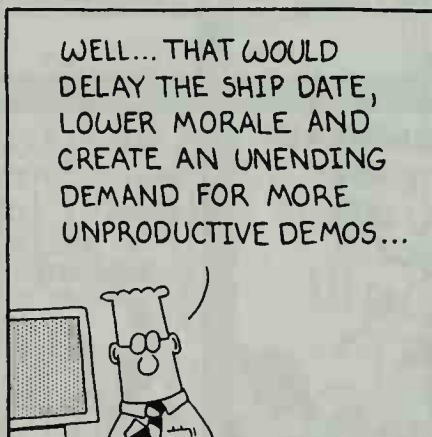
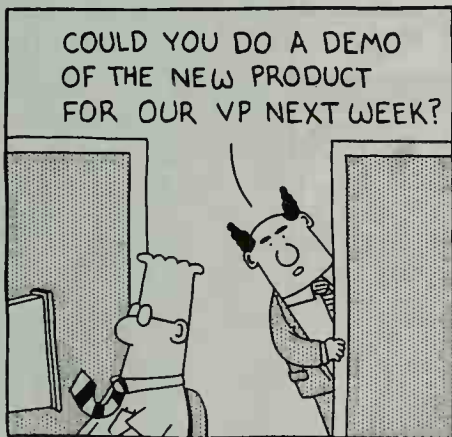
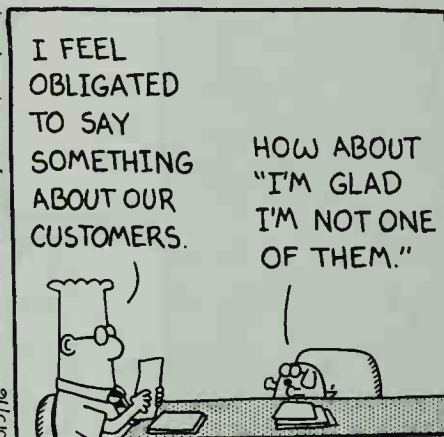
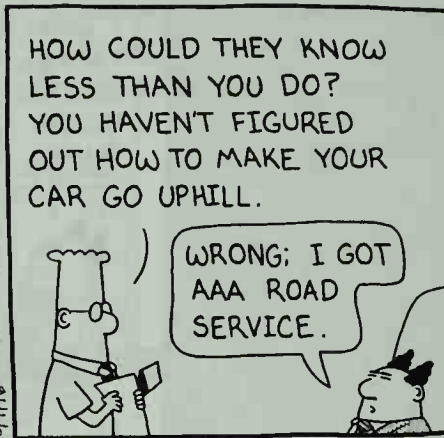


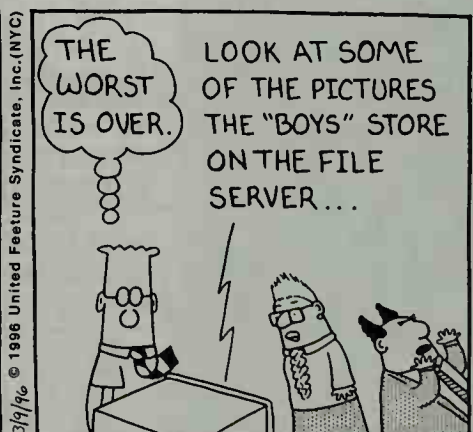
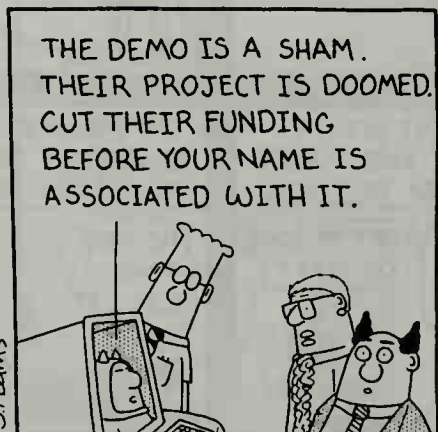
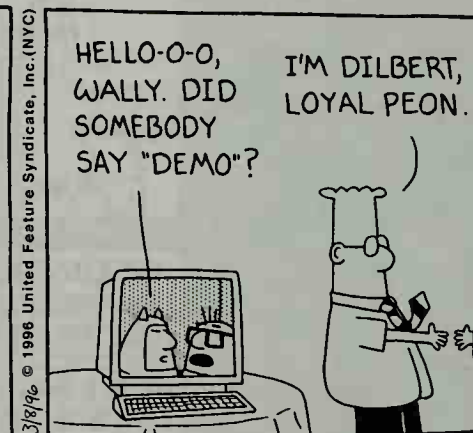
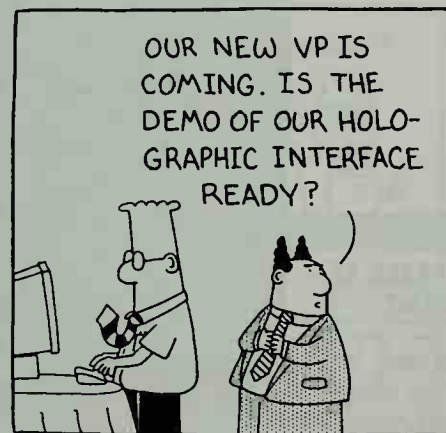
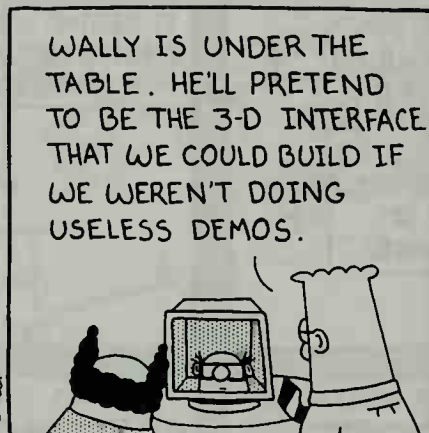
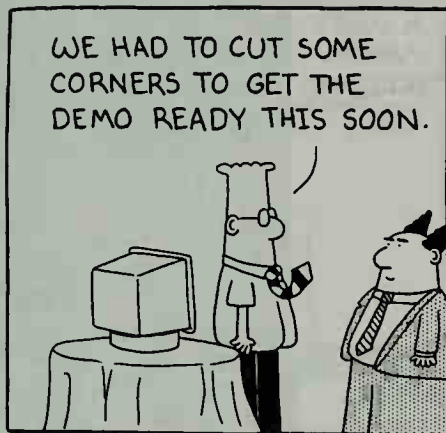




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S. Adams



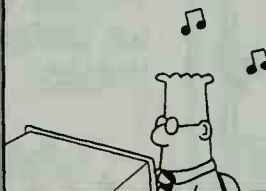


MYSTERIES REVEALED

HOW DO CEILING
TILES GET
DAMAGED?



IT BEGINS WITH A LOWLY
ENGINEER WHO MAKES
A TECHNOLOGY DECISION.



THE ENGINEER WRITES UP
HIS RECOMMENDATION.

TEN
PAGES.



THE BOSS SUMMARIZES
IT FOR THE EXECUTIVE
DIRECTOR.

ONE-PAGE
SUMMARY.



THE EXECUTIVE DIRECTOR
SUMMARIZES IT FOR THE
VICE PRESIDENT.

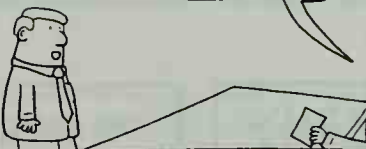
THREE BULLET
POINTS...



THE VP SUMMARIZES IT
FOR THE PRESIDENT.

NICE
NECKTIE.

THANKS. HAVE
SOME STOCK
OPTIONS.



THE PRESIDENT SEES A
CNN REPORT AND MAKES
A TECHNOLOGY DECISION.

INTERACTIVE
HOLOGRAMS
ARE HOT!

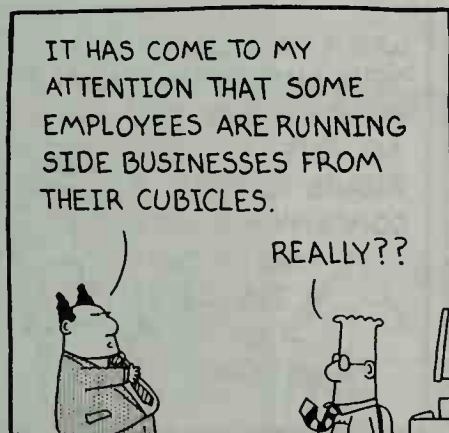
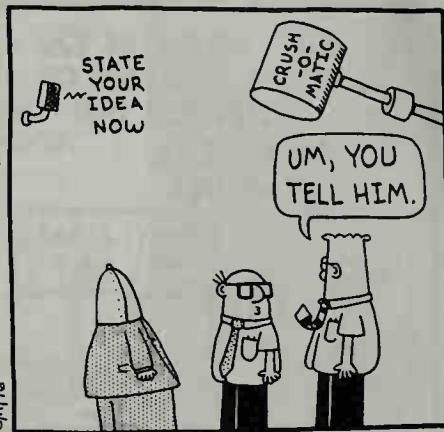
GET ME SOME
OF THAT!

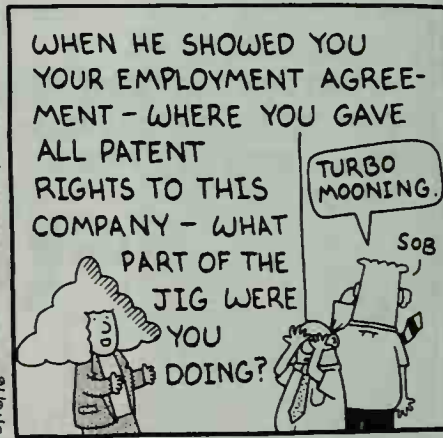
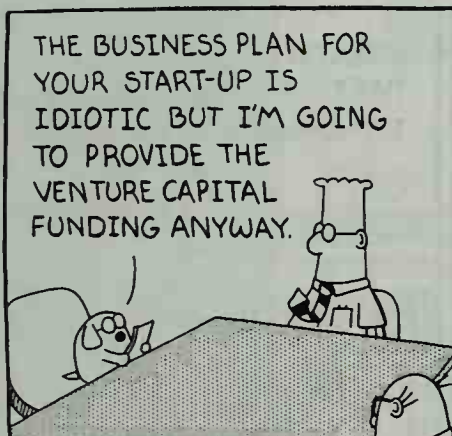
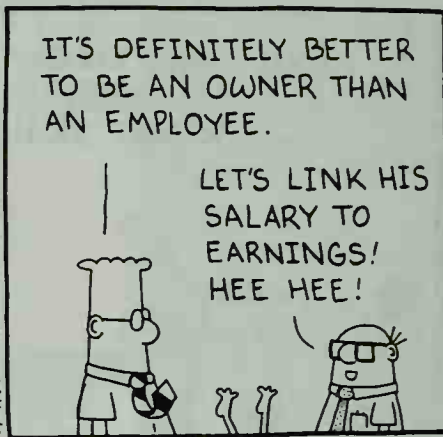
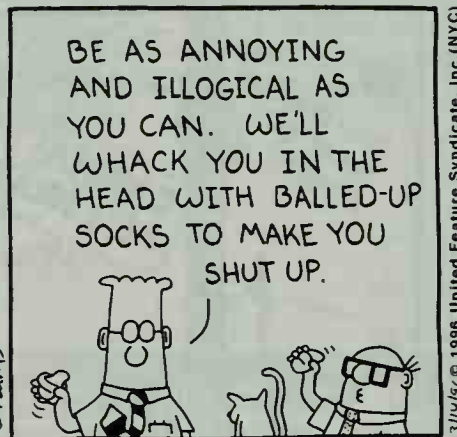
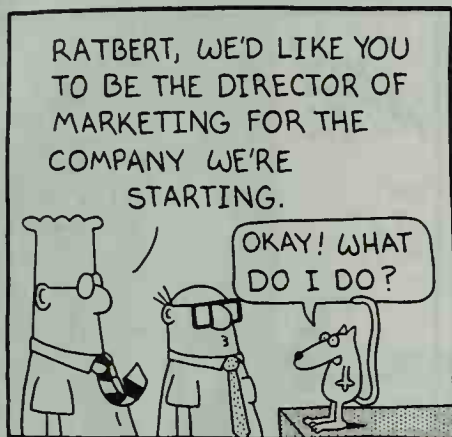


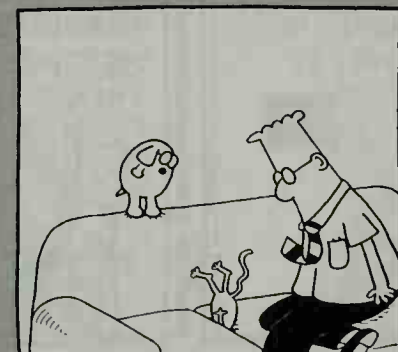
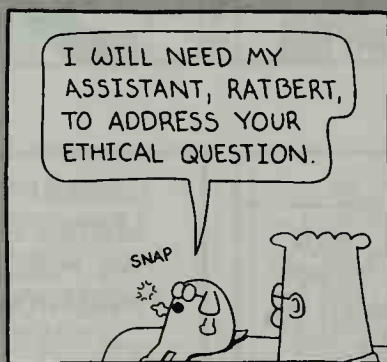
THE ENGINEER IS ASSIGNED
TO JUSTIFY THE PRESIDENT'S
TECHNOLOGY DECISION.

HE TOOK
THAT
WELL.



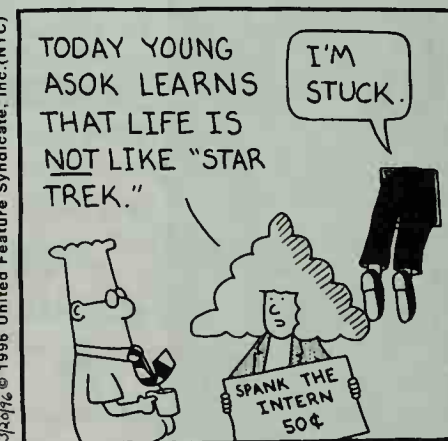
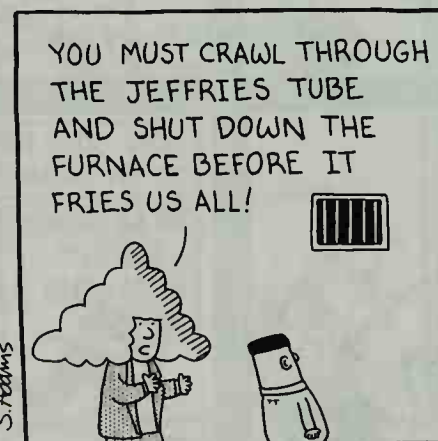
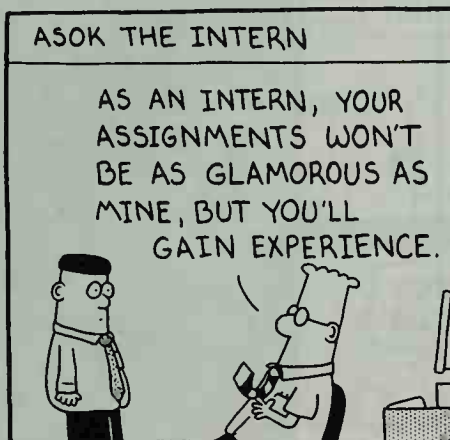
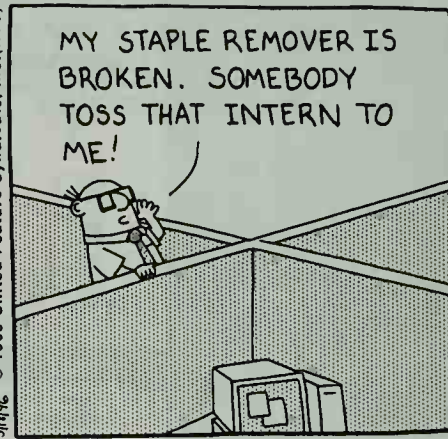






S. Adams

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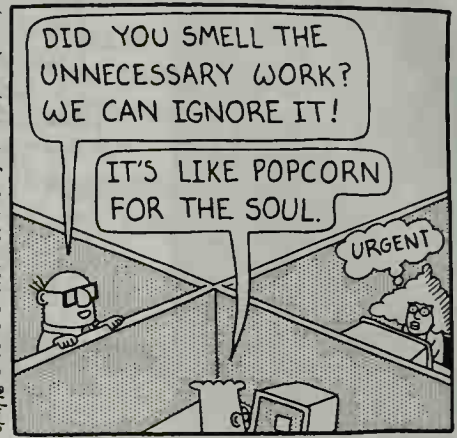




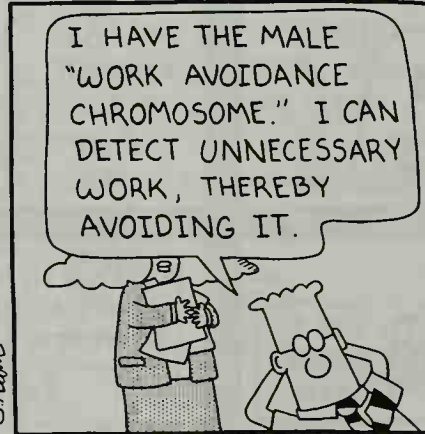
S. Adams



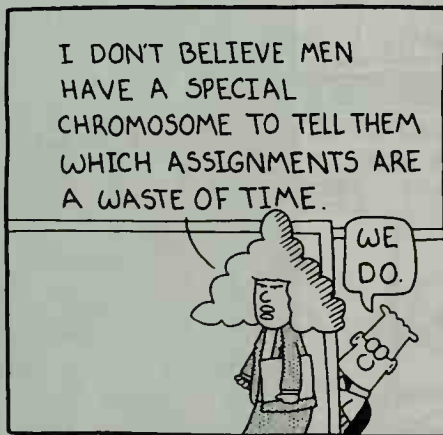
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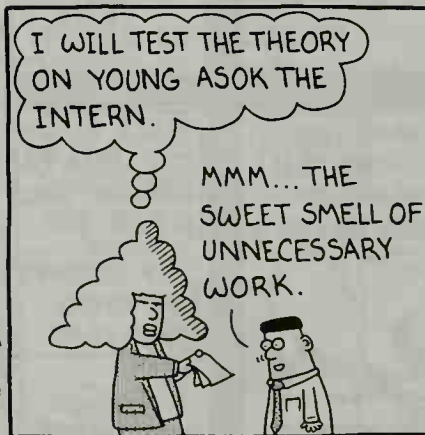
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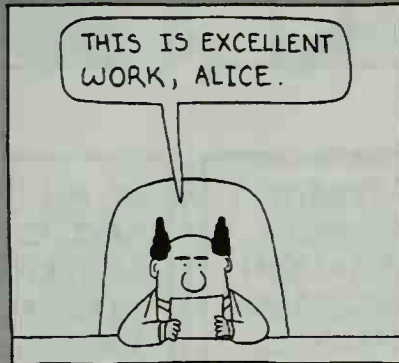


S. Adams

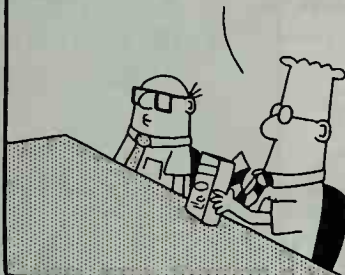


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AT LONG LAST OUR
PRODUCT IS COMPLETE.
IT SHIPS TOMORROW.



S. Adams

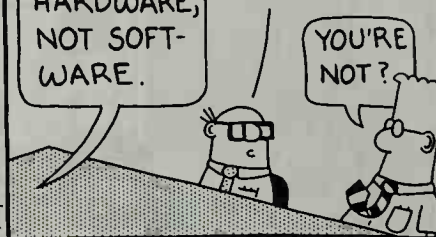
THAT'S TERRIFIC. I
ONLY HAVE A FEW
ADDITIONAL FEATURES
TO ADD AND THE
MARKETING DEPARTMENT
WILL BE HAPPY.



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I BELIEVE
THAT OUR
CUSTOMERS
WANT
HARDWARE,
NOT SOFTWARE.

IT'S TIMES
LIKE THIS I
WISH I WERE
A PSYCHOPATH.

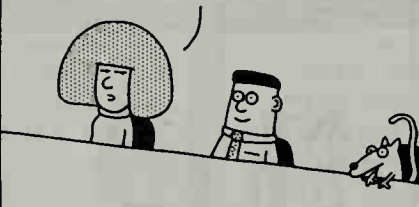


I WANT YOU THREE
TO WRITE THE DEPART-
MENT NEWSLETTER.
IT'S AN IMPORTANT,
HIGH-PROFILE ASSIGN-
MENT.



S. Adams

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



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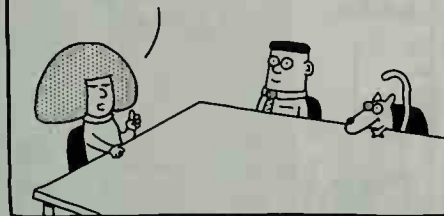
MY NEXT
RAISE WILL
DEPEND ON
THEIR
PERFORM-
ANCE.

I'LL DO
THE
SPORTS
PAGE!

I'LL BE THE
TOPLESS
MODEL ON
PAGE TWO.



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



S. Adams

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

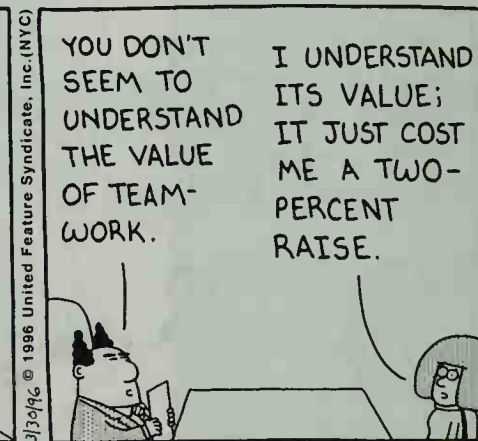
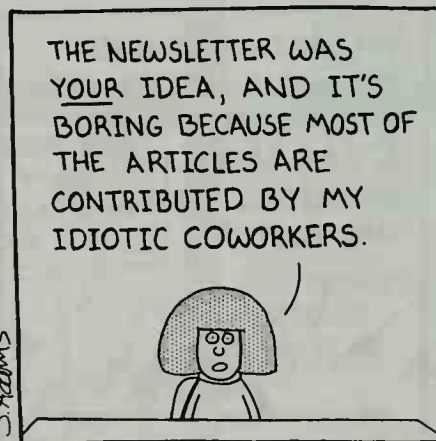
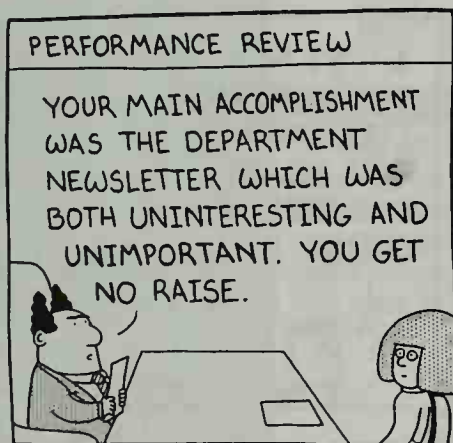
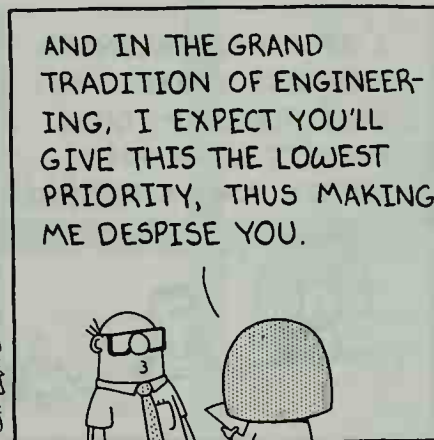
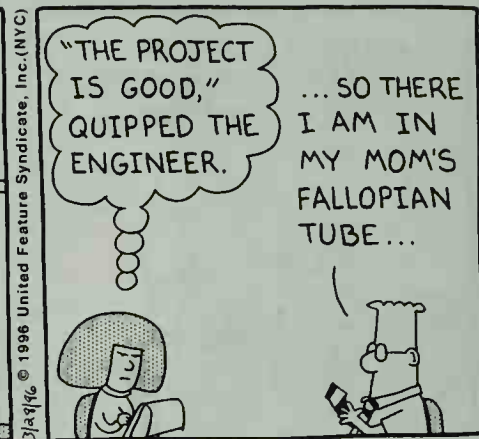


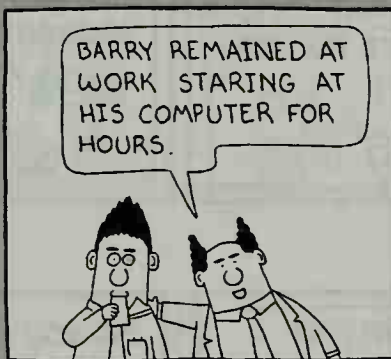
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I HAVE NO
SKILLS WHATSOEVER.
THERE-
FORE I'LL BE
EXECUTIVE
EDITOR.

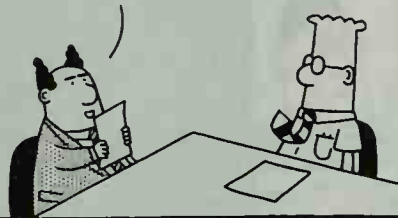
IS "PUBLISHER"
TAKEN?







IN AN EFFORT TO BOOST SALES, LAPTOP COMPUTERS HAVE BEEN GIVEN TO EVERY MEMBER OF THE SALES FORCE.



S. Adams

THAT COULD BE A PROBLEM, GIVEN THE RECENT CUTS TO THE TRAINING BUDGET.



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MEANWHILE, IN THE FIELD

AND IF YOU ORDER TODAY, I'LL THROW IN THIS RECTANGULAR PLASTIC THING.



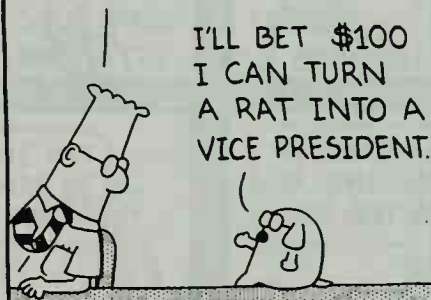
I WISH I HAD AN IVY LEAGUE DEGREE SO I COULD BE PROMOTED TO VICE PRESIDENT.



YOU DON'T NEED ONE.

S. Adams

IT'S IMPOSSIBLE TO BE A VICE PRESIDENT WITHOUT ONE.



I'LL BET \$100 I CAN TURN A RAT INTO A VICE PRESIDENT.

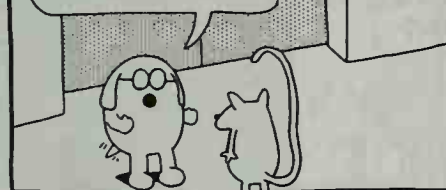
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THAT WAS GOOD, BUT TRY SAYING IT AS THOUGH YOUR SOUL JUST ABANDONED YOUR BODY.



"WE'VE REORGANIZED TO FOCUS ON OUR CORE COMPETENCY."

REMEMBER EVERYTHING I TAUGHT YOU, RATBERT. IF YOU CAN PASS YOURSELF OFF AS A CORPORATE VICE PRESIDENT, I'LL WIN MY BET.



YO, HEADCOUNT! IF YOU HAVE ANY ISSUES, PUT TOGETHER AN ACTION PLAN. OUR PEOPLE ARE THE BEST. DON'T SPEND MONEY.



S. Adams

DO YOU THINK HE'S REALLY A VICE PRESIDENT?

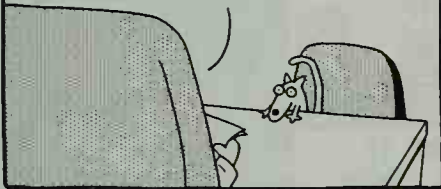


MAYBE. BUT I'M NOT READY TO RULE OUT "ANNOYING RODENT" YET.

QUALITY.

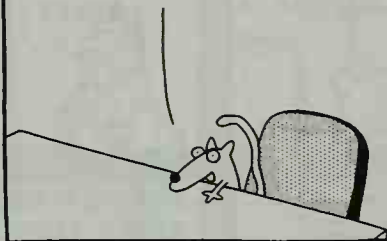
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MISTER RATBERT, I DON'T THINK I CAN HIRE A RAT TO BE OUR VICE PRESIDENT OF MARKETING. YOU NEED EXPERIENCE IN THE TECHNOLOGY INDUSTRY.



S. Adams

I SPENT A WEEK IN A DUMPSTER AT PROCTER AND GAMBLE.



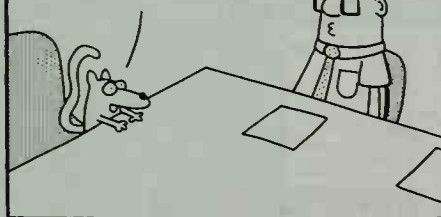
CLOSE ENOUGH! WELCOME TO THE TEAM!

I'LL BRING SOME CRONIES WITH ME. THEY'RE FLIES.



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I HAD YEARS OF VALUABLE EXPERIENCE AS A RODENT BEFORE I BECAME VICE PRESIDENT OF MARKETING.



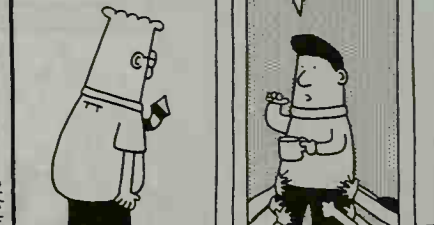
S. Adams

MY MARKETING PLAN IS SIMPLE. EACH OF YOU WILL CLING TO THE LEG OF A TECHNOLOGY COLUMNIST UNTIL WE GET SOME GOOD PRESS.



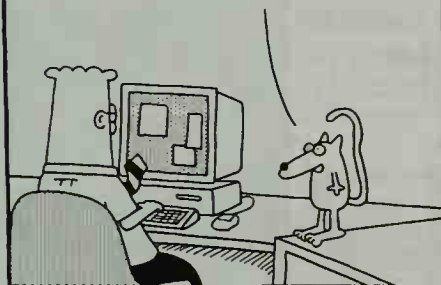
IT LOOKS LIKE YOU'RE FULL.

YOU CAN CLING TO THE CAT UNTIL A SPACE OPENS.



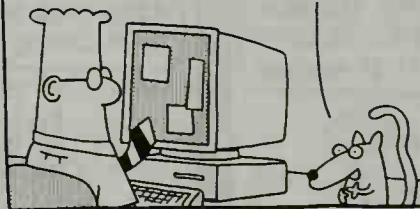
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I QUIT MY JOB AS VICE PRESIDENT OF MARKETING...



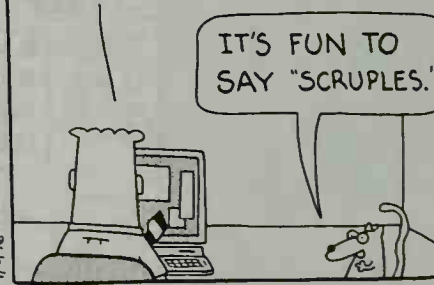
S. Adams

I WAS LOSING MY SCRUPLES... BECOMING UNSCRUPULOUS. YES, I LEARNED A VALUABLE LESSON ABOUT SCRUPLES.

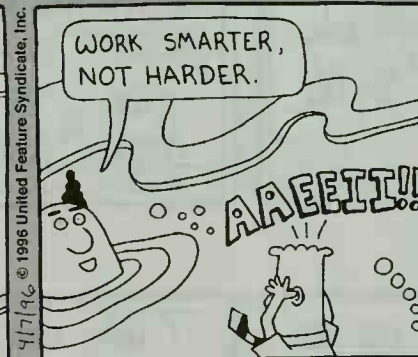
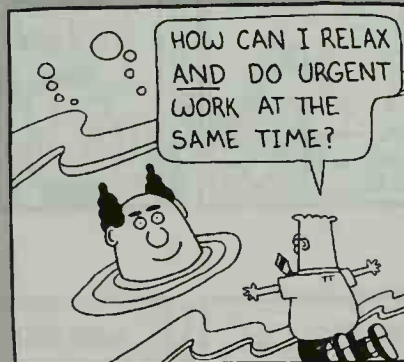
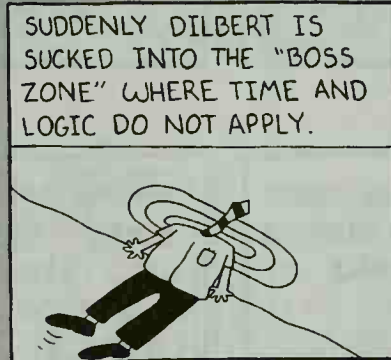


AND THAT LESSON WOULD BE?

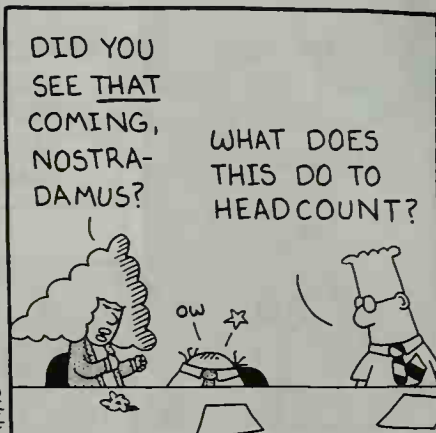
IT'S FUN TO SAY "SCRUPLES."



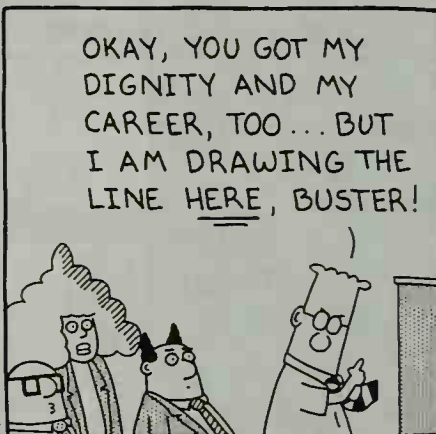
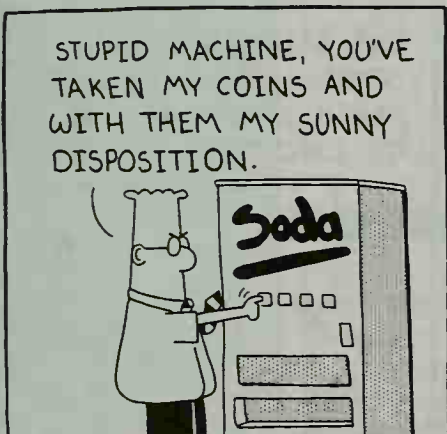
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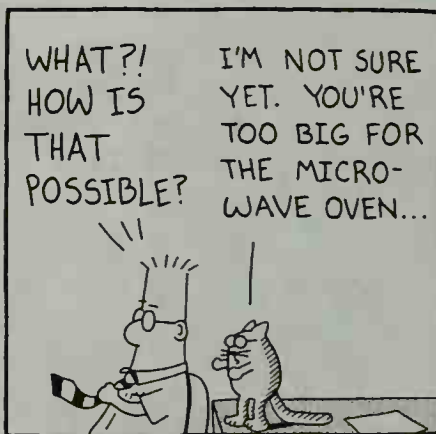
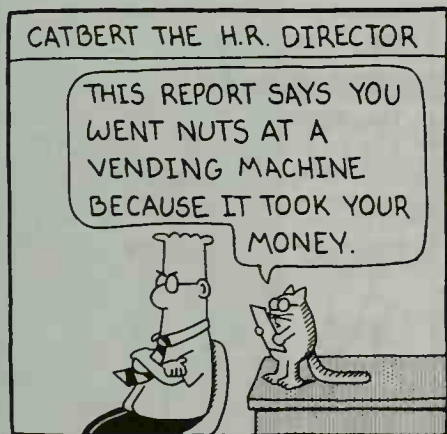
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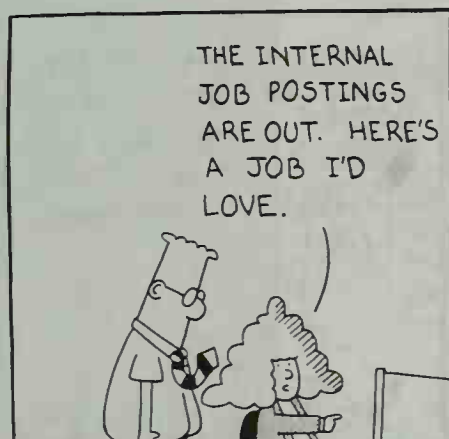
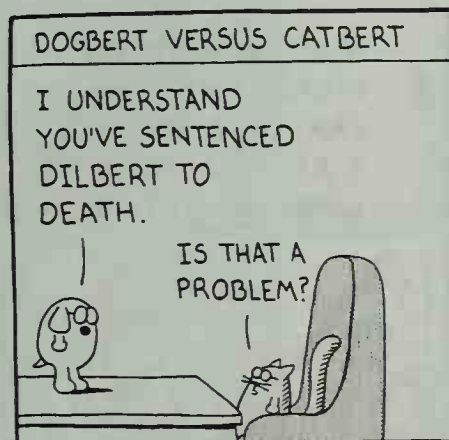
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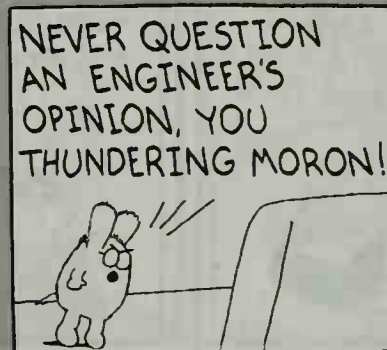
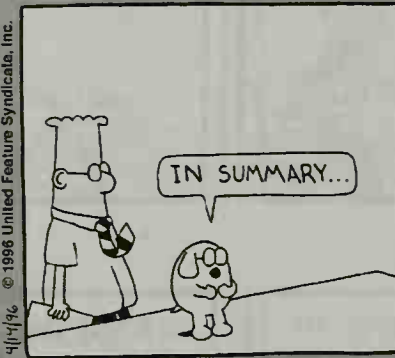
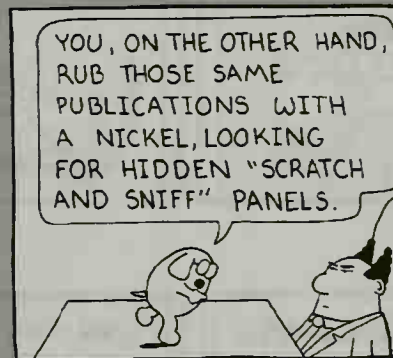
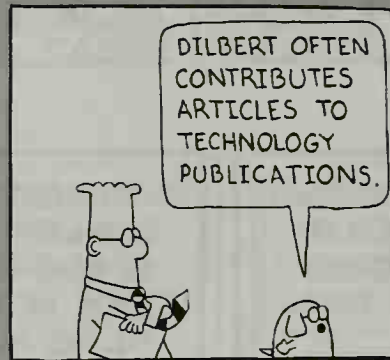
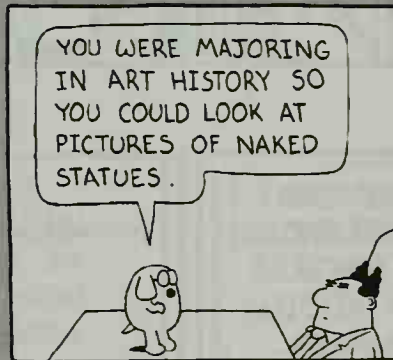
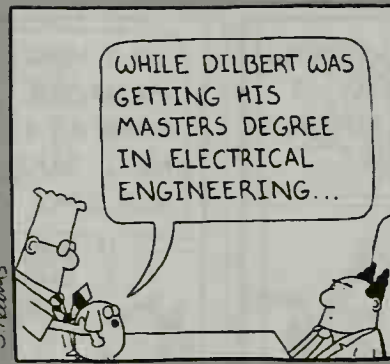
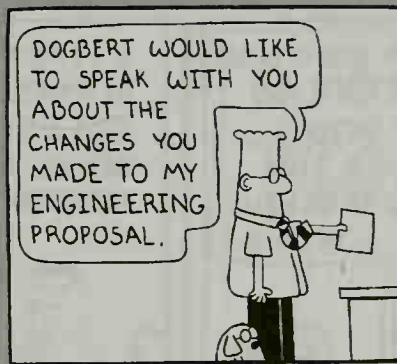


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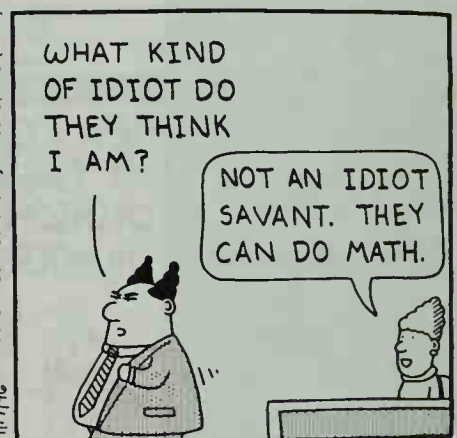
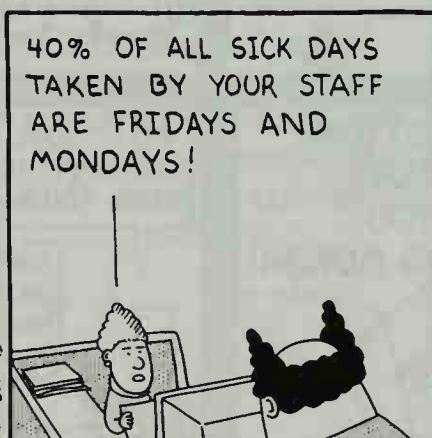
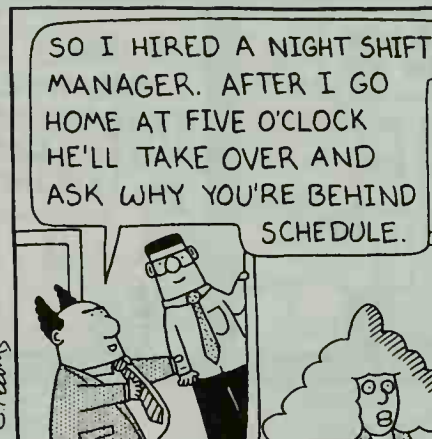
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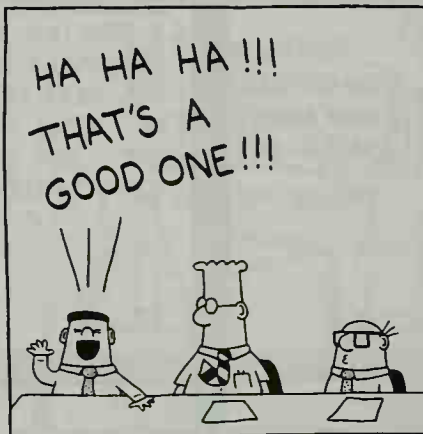
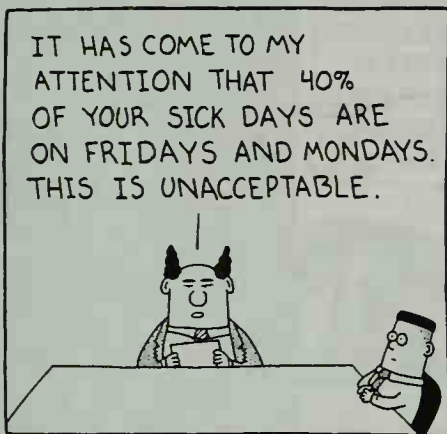


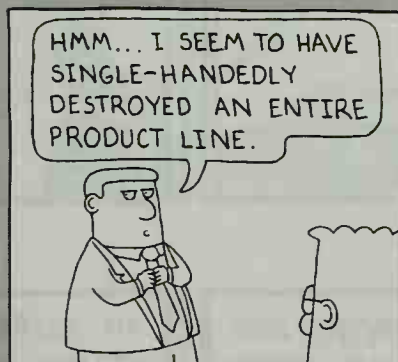
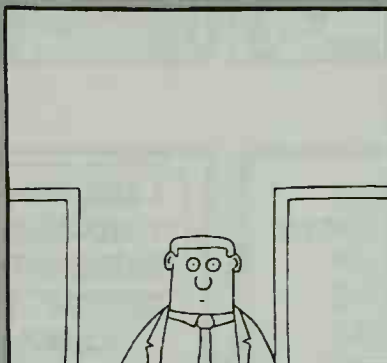
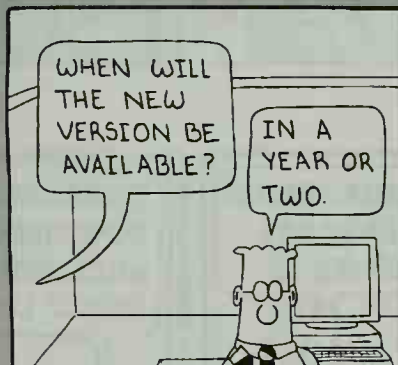


S. Adams

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S. Adams

CATBERT, H.R. DIRECTOR

WALLY, IT MIGHT NOT SEEM FAIR THAT NEW EMPLOYEES ARE PAID MORE THAN YOU...



S. Adams

BUT YOU COULD ALWAYS QUIT AND THEN REAPPLY FOR YOUR OLD JOB AT A HIGHER SALARY.



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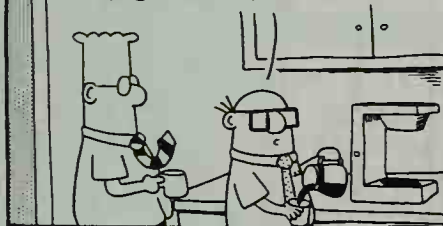
I JUST MIGHT DO THAT!!



WOULD YOU MIND RUBBING THIS CATNIP ALL OVER YOUR BODY FIRST?



SO I'M THINKING I'LL RESIGN, THEN I'LL REAPPLY FOR MY CURRENT JOB AT A HIGHER SALARY.



S. Adams

THAT'S A GOOD PLAN EXCEPT FOR THE FACT THAT YOU'RE THOROUGHLY UNQUALIFIED FOR YOUR CURRENT JOB.



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I NEED TO SHARE MY UNREALISTIC PLANS WITH A FRIEND WHO ISN'T AN ENGINEER.



I'M MORE OF A CO-WORKER THAN A FRIEND, PER SE.



AND THAT'S THE MARKETING PLAN. ANY COMMENTS?



S. Adams

IT APPEARS TO BE A BUNCH OF OBVIOUS GENERALITIES AND WISHFUL THINKING WITH NO APPARENT BUSINESS VALUE.



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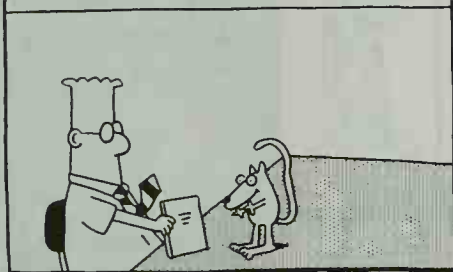
MARKETING DIDN'T TURN OUT TO BE THE GLAMOUR CAREER I EXPECTED.



I CIRCLED ALL THE WORDS YOU WON'T FIND IN ANY DICTIONARY.

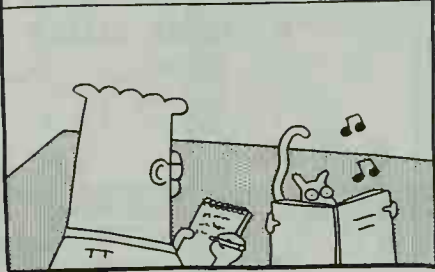


EXPERIMENT #1: I AM EXPOSING A RAT TO MY COMPANY'S MARKETING PLAN.



HE SEEMS TO HAVE NO ADVERSE RESPONSE TO THE INTRODUCTION AND BACKGROUND.

S. Adams



THIS IS ALREADY FAR MORE EXPOSURE THAN HUMANS COULD TOLERATE.

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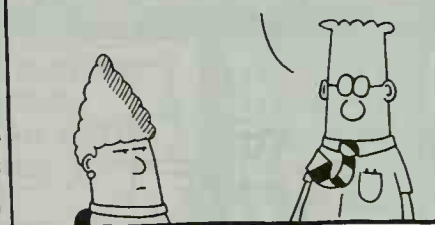


HERE'S MY TIME SHEET, INCLUDING GUESSES FOR THE NEXT TWO DAYS SO I CAN MEET YOUR ARBITRARY CLERICAL DEADLINE.



S. Adams

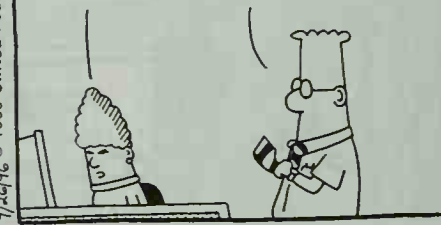
IF ANYTHING IMPORTANT COMES UP, I'LL IGNORE IT TO PRESERVE THE INTEGRITY OF THE TIME-REPORTING SYSTEM.



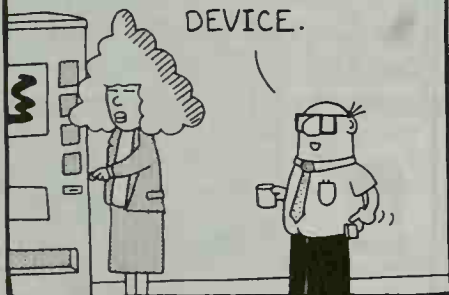
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ARE YOU FINISHED ANNOYING ME YET?

ACCORDING TO MY TIME SHEET I'LL BE HERE FOR ANOTHER 14 MINUTES.

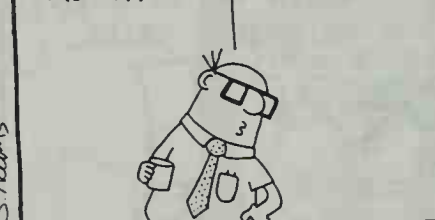


I GOT MYSELF A LITTLE WORK-AVOIDANCE DEVICE.



S. Adams

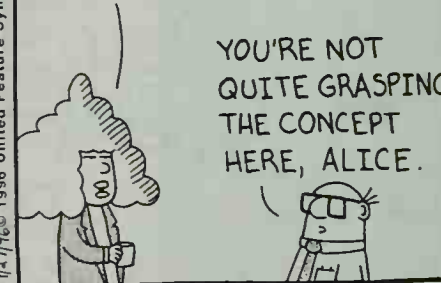
IF I WANT TO LEAVE A MEETING EARLY, I JUST LOOK DOWN AND SAY "UH-OH" AND SCURRY AWAY.



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WHAT'S THE PAGER NUMBER IN CASE I NEED YOU?

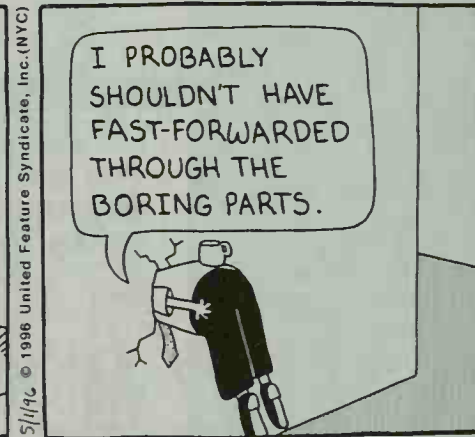
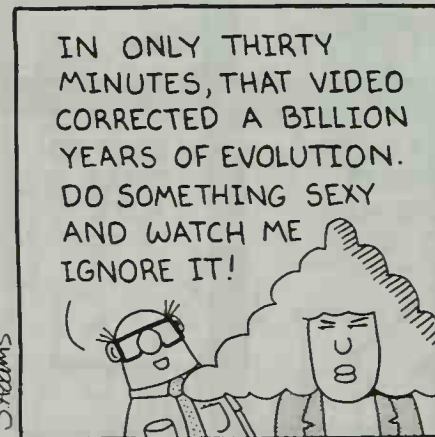
YOU'RE NOT QUITE GRASPING THE CONCEPT HERE, ALICE.

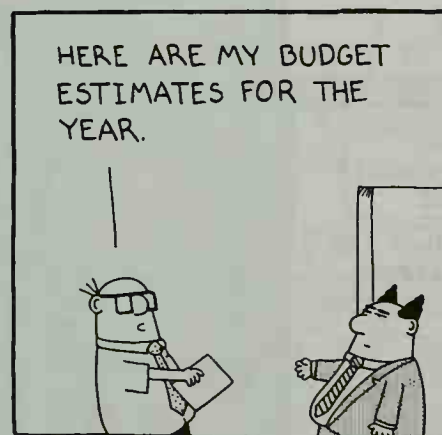
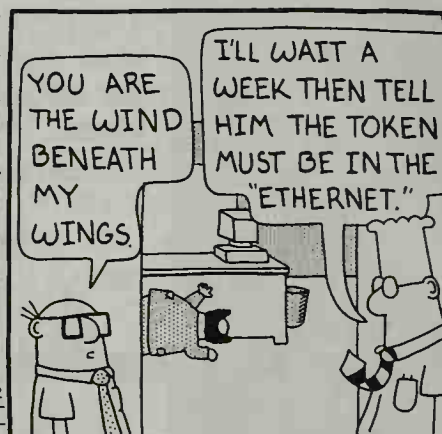
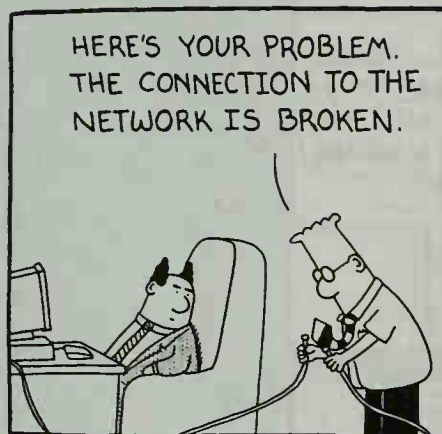


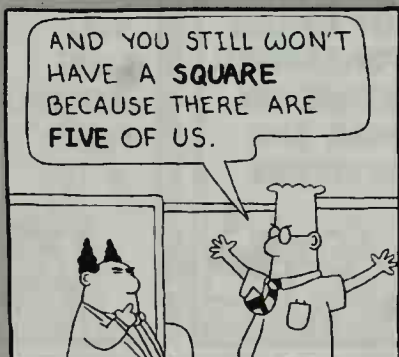
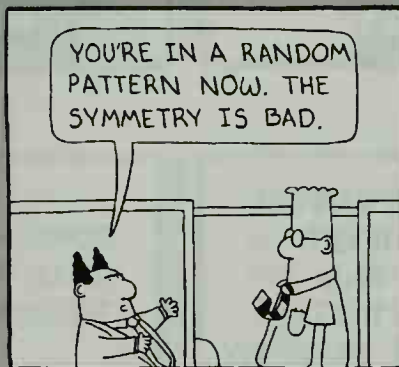
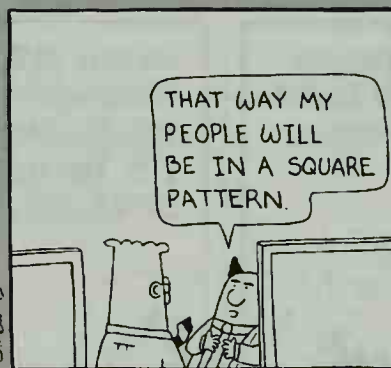
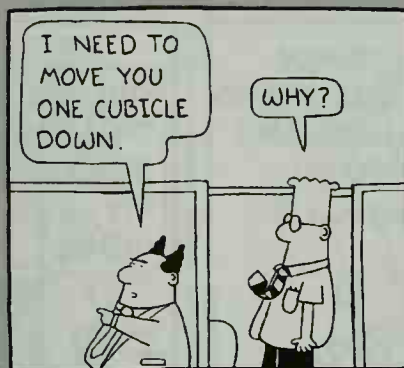


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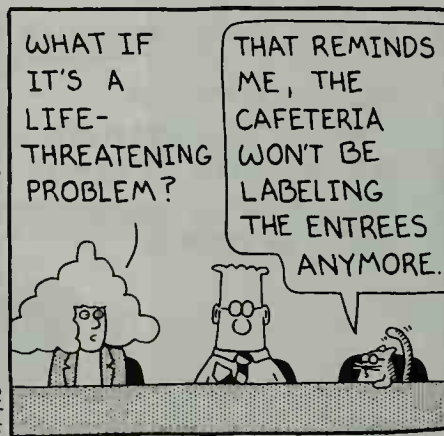
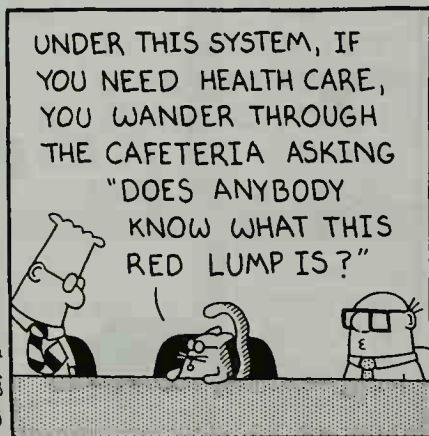
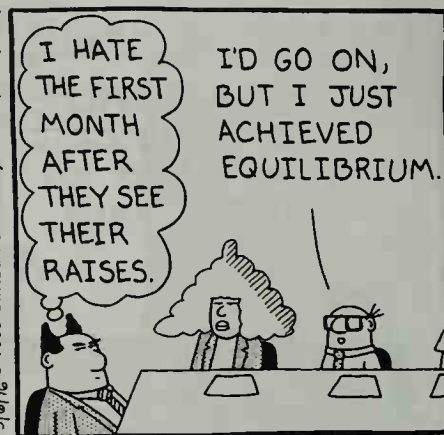
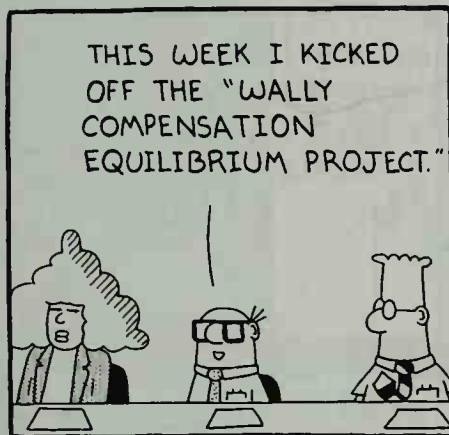






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DOGBERT, CAREER COUNSELOR

YOU CAN'T EXPECT
YOUR EMPLOYER TO
TAKE CARE OF YOU
FOREVER, WALLY.



DON'T EXPECT RAISES,
DON'T EXPECT TO BE
TRAINED AND DON'T
EXPECT A PENSION.

S. Adams



THAT'S
DEPRESSING. I NEED A
SOURLBALL. THOSE ARE
MARBLES
WRAPPED IN
CELLOPHANE.



DOGBERT, CAREER COUNSELOR

ACCORDING TO YOUR
OCCUPATIONAL PREFERENCE
TEST, YOU LIKE TO REMOVE
VITAL ORGANS FROM
HELPLESS PEOPLE.



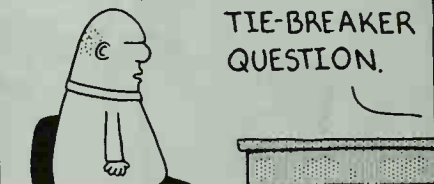
THAT NARROWS THE
CAREER CHOICES TO
DOCTOR OR SERIAL
KILLER. DO YOU GET
ALONG WITH OTHER
PEOPLE?

S. Adams



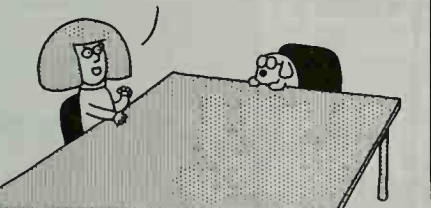
OTHER PEOPLE
ARE INSIGNIFI-
CANT INSECTS.

WE'LL HAVE TO
GO TO A
TIE-BREAKER
QUESTION.



DOGBERT, CAREER COUNSELOR

I'M A LOWLY TECHNICAL
WRITER NOW, BUT MY
GOAL IS TO BECOME A
FAMOUS NOVELIST.



MY PLAN IS TO WRITE
WITTY AND SCATHING
E-MAIL MESSAGES ABOUT
CO-WORKERS UNTIL A
PUBLISHER GIVES ME
AN ADVANCE.

S. Adams



THEY MIGHT EXPECT
YOU TO WRITE A BOOK
AT SOME POINT.

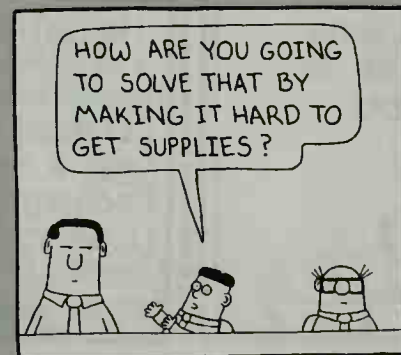
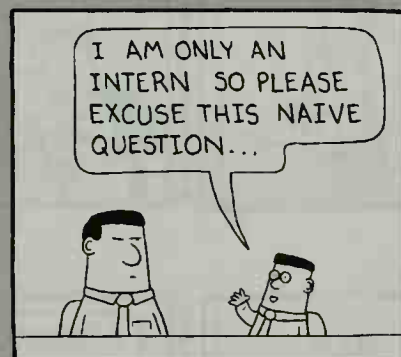
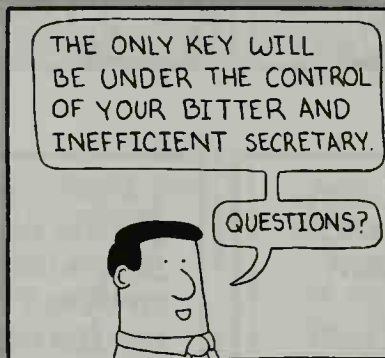
BLOOD
SUCKERS!



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S. Adams

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THE COMPANY ANNOUNCED
WE'RE BEING BOUGHT BY
OUR LONG-TIME RIVAL.



DON'T WORRY ABOUT
LAYOFFS. THEY LIKE
ENGINEERS. IN FACT,
THEY ALREADY HAVE
A DIVISION THAT DOES
WHAT WE DO!

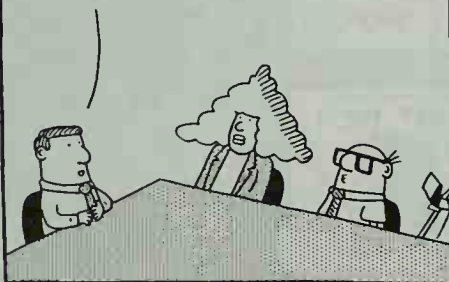


EXCEPT THEY'RE
YOUNGER AND THEY
AREN'T PAID AS
MUCH AS WE ARE...

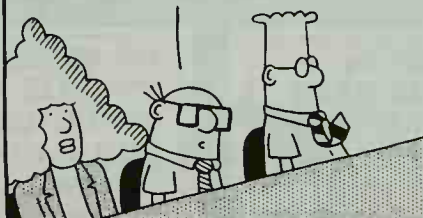


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AFTER THE MERGER, WE'LL
REDUCE STAFF IN AREAS
THAT ARE REDUNDANT.



I HOPE THE EMPLOYEES
OF THIS COMPANY WILL
BE EVALUATED FAIRLY
COMPARED TO THOSE IN
THE BUYING COMPANY.



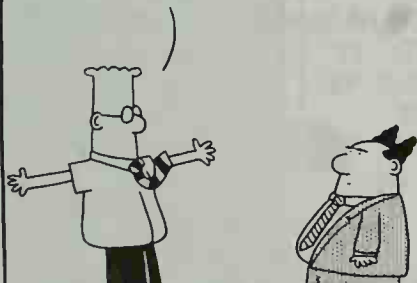
WE ALREADY
HAVE A
BALD GUY.

DOES YOURS
STEAL OFFICE
FURNITURE,
TOO?



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I'M PARALYZED WITH
FEAR BECAUSE OF THE
PENDING MERGER.



THANKS TO YOUR
LEADERSHIP I'VE
GONE FROM BEING
UNMOTIVATED TO
BEING INERT.

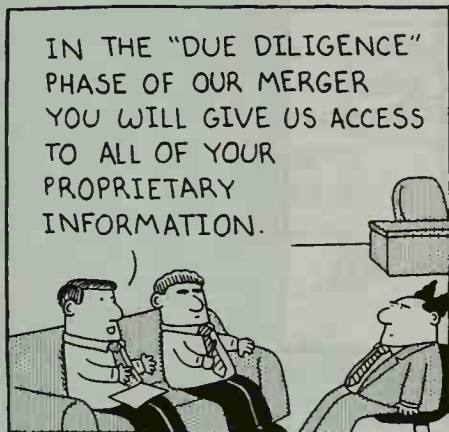


I THINK I'M ADVANCING
TO THE NEXT PHASE.
HELLO, RIGOR MORTIS!!
TAKE ME, I'M READY!!

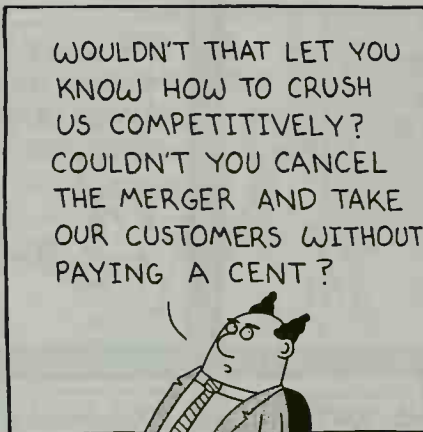
IT MIGHT BE TIME
FOR A MORALE-
BOOSTING POTLUCK
LUNCH.



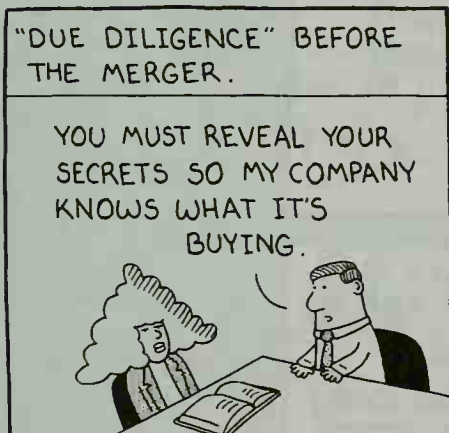
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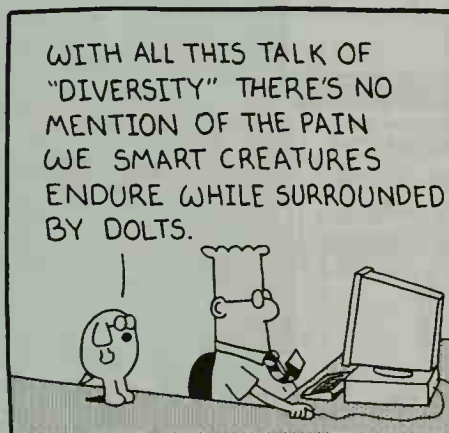
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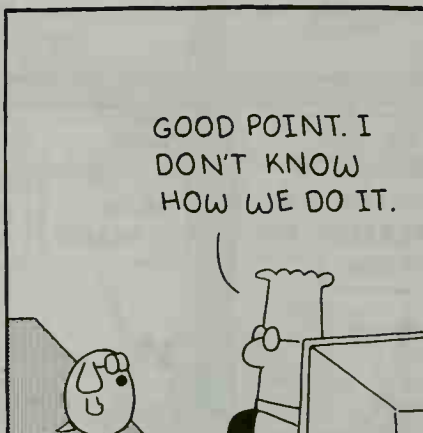
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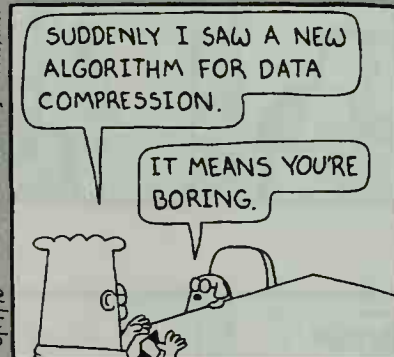
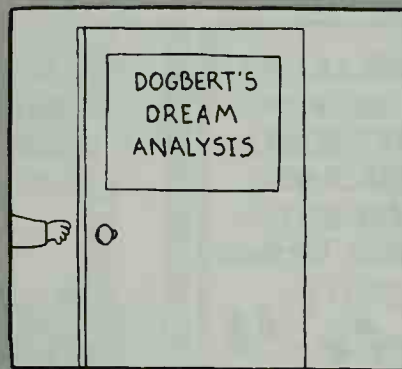


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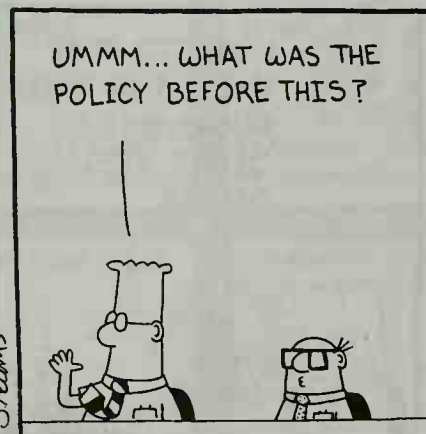




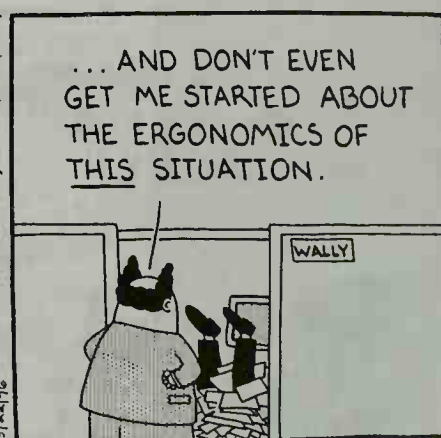
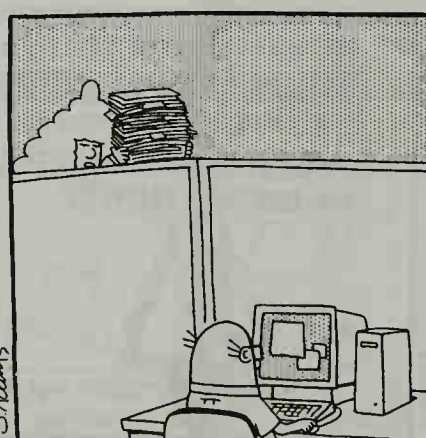
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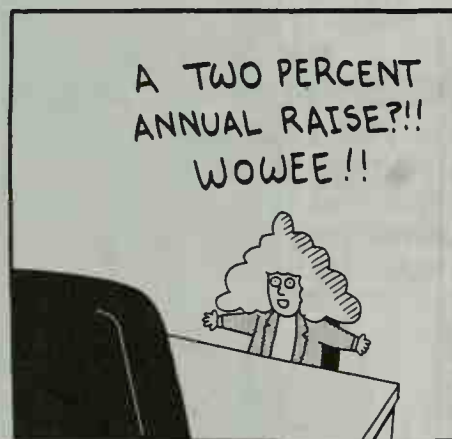
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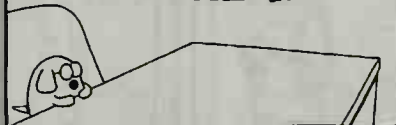
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BUSINESS LANGUAGE EXPLAINED



S. Adams

"WE HAVE TO BE MORE COMPETITIVE."

NICE BARREL.

THIS OLD THING?



MEANING: SAY GOODBYE TO SALARY INCREASES.

"WE MUST FOCUS ON OUR CORE BUSINESS."

HELLO.



MEANING: WE CAN'T FIND OUR BUTTS WITH BOTH HANDS.

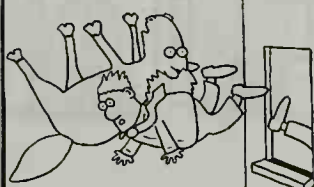
"YOU ARE EMPOWERED."

I PROCLAIM THIS TO BE "GREEN INK DAY."



MEANING: YOU'RE THE MONARCH OF UNIMPORTANT DECISIONS.

"WE'RE REENGINEERING YOUR FUNCTION."



MEANING: ADIOS, TONTO, AND THE HORSE YOU RODE IN ON.

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"TRAINING IS ESSENTIAL."

YOU WERE A CANNIBAL?

I'M A PEOPLE PERSON.



MEANING: WE'RE TRYING TO HIRE SOME TRAINED PEOPLE.

"WE'RE MARKET DRIVEN."

WHAT'S YOUR FAVORITE ODOR?

RESEARCH



MEANING: WE BLAME CUSTOMERS FOR OUR LACK OF INNOVATION.

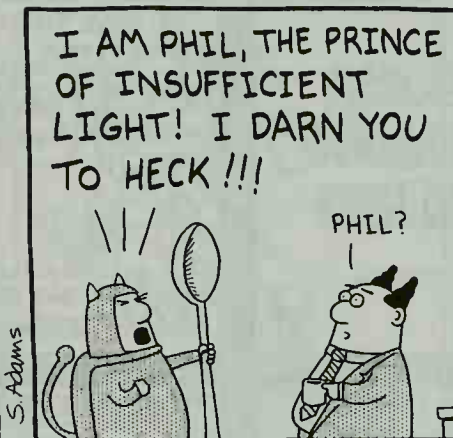
"WE VALUE EMPLOYEE INPUT."

THANKS FOR LISTENING.

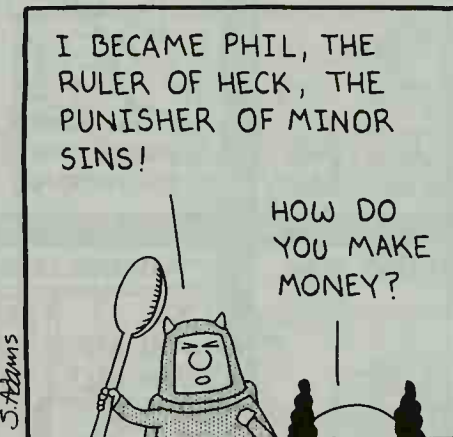
HA HA HA!



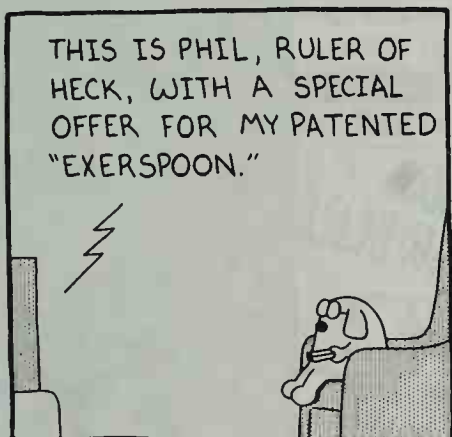
MEANING: WE THINK HUMOR IS IMPORTANT.



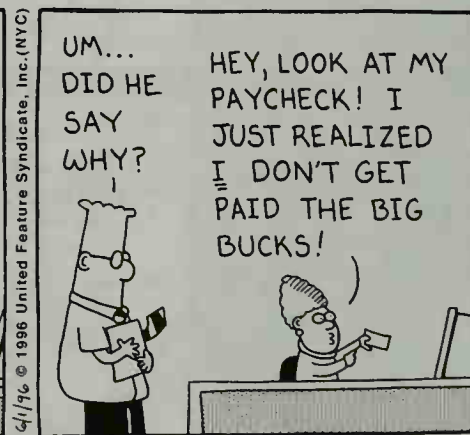
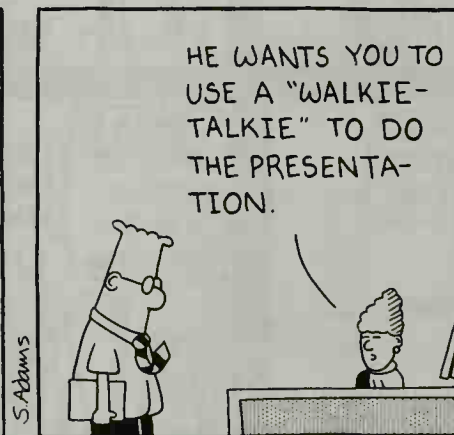
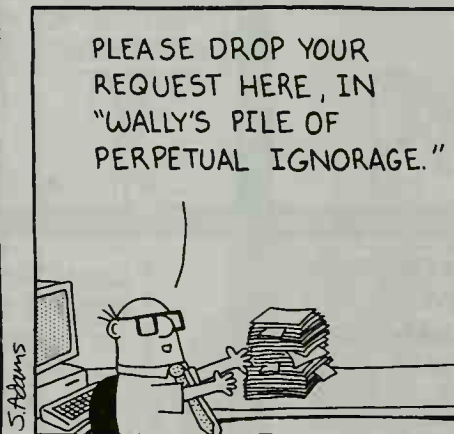
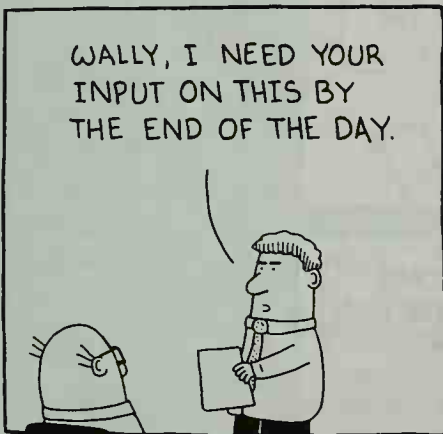
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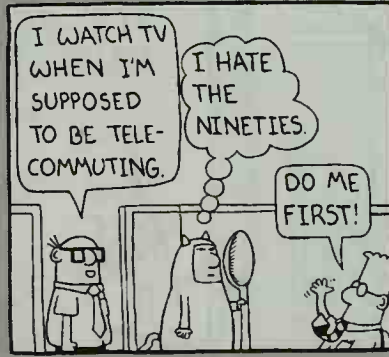
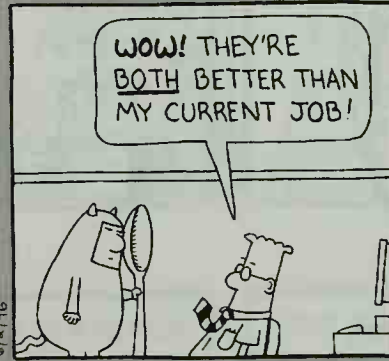
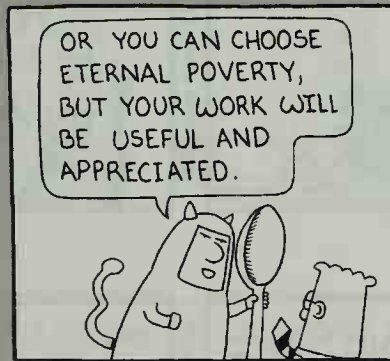
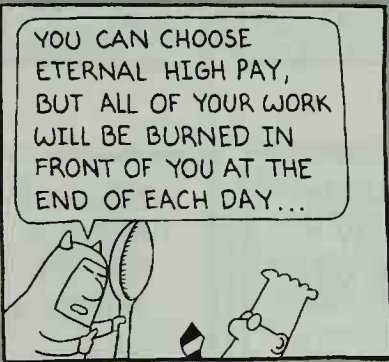
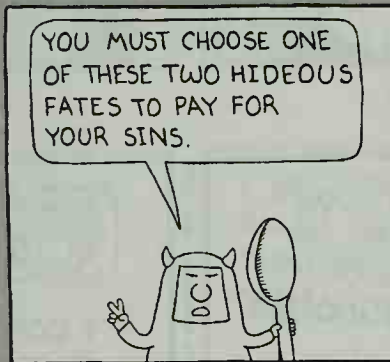
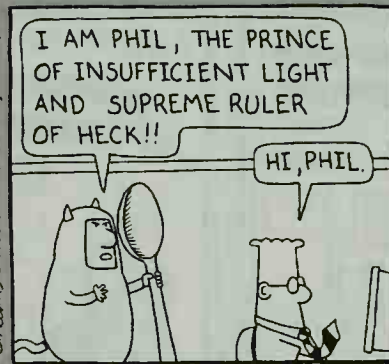


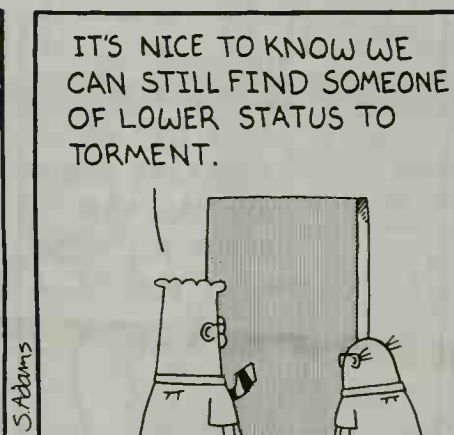
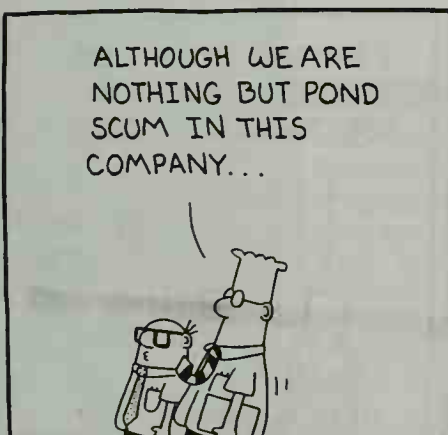
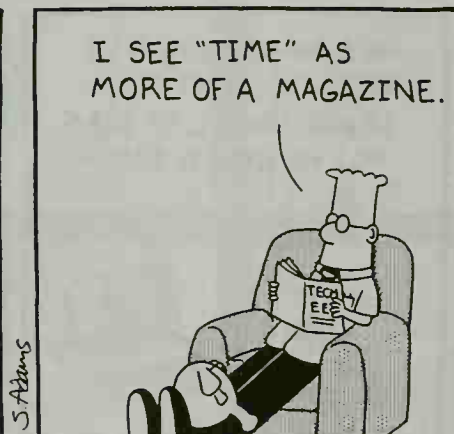
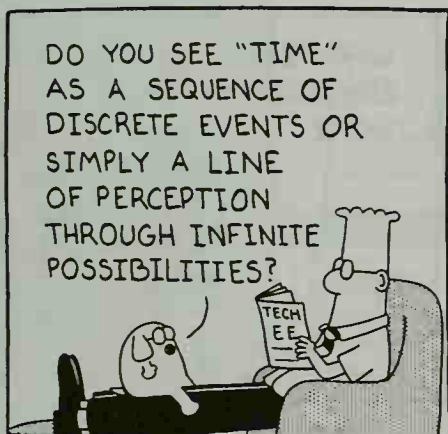
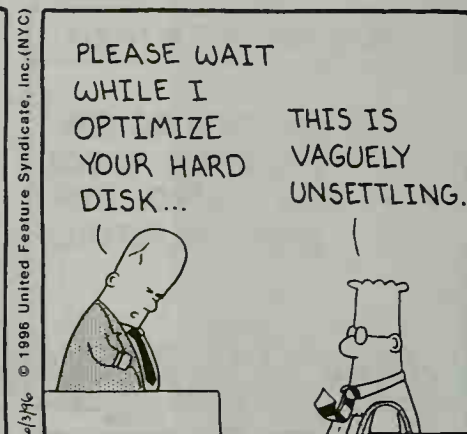
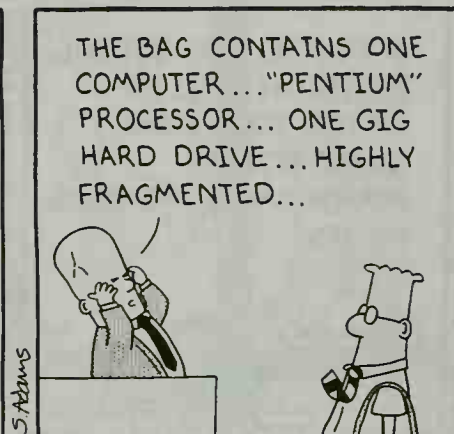
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TORMENTING THE VENDOR

YOU MUST DO OUR
BIDDING, VENDOR.
WE CONTROL YOUR
ECONOMIC FUTURE.



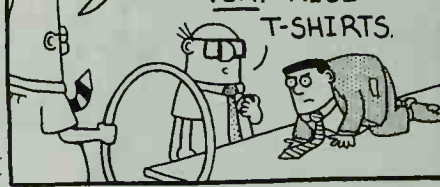
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OF COURSE, OUR BUYING
DECISION WILL BE
BASED SOLELY ON
QUANTIFIABLE
PERFORMANCE MEASURE-
MENTS.

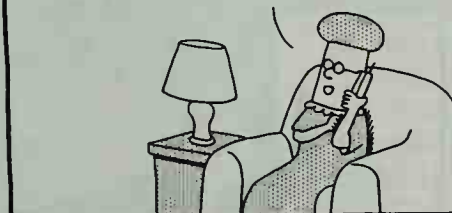


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YOUR COMPETITOR
COMPLETED THE
"VENDOR CHALLENGE
COURSE" IN 37
SECONDS. AND HE GAVE US
VERY NICE
T-SHIRTS.

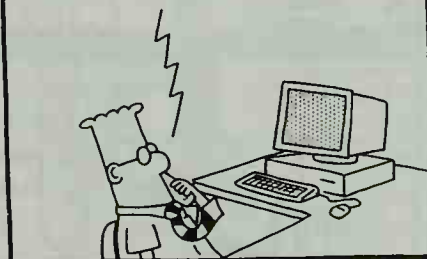


DILBERT, I FOUND YOUR
FATHER. HE'S BEEN
AT THE "ALL YOU CAN
EAT" RESTAURANT IN
THE MALL SINCE 1989.



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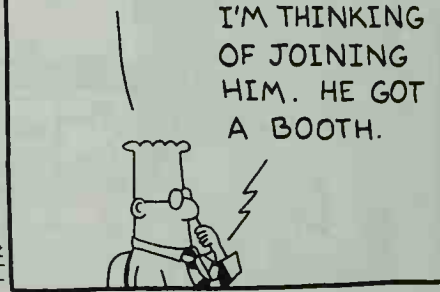
HE'S SO LITERAL - HE
DIDN'T WANT TO
LEAVE UNTIL IT WAS
"ALL HE COULD EAT."



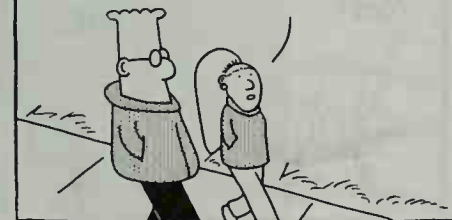
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WHEN'S HE
COMING
HOME?

I'M THINKING
OF JOINING
HIM. HE GOT
A BOOTH.



I CAN'T BELIEVE YOUR
FATHER HAS BEEN
LIVING IN THE "ALL YOU
CAN EAT" RESTAURANT
SINCE 1989!



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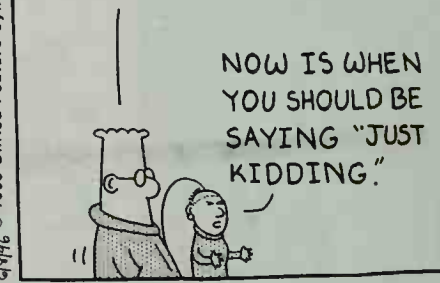
YOU HAVE THE
ODDEST FAMILY.
WHAT DID HE
LOOK LIKE WHEN
YOU SAW HIM
AFTER ALL THESE
YEARS?

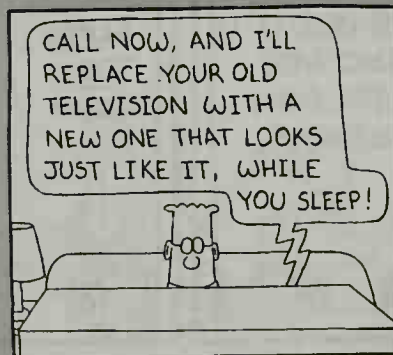
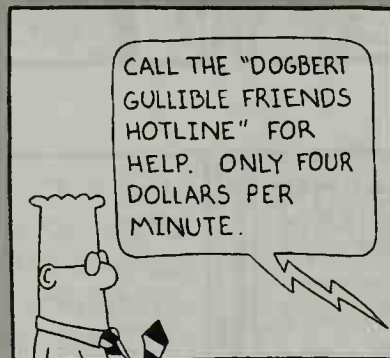
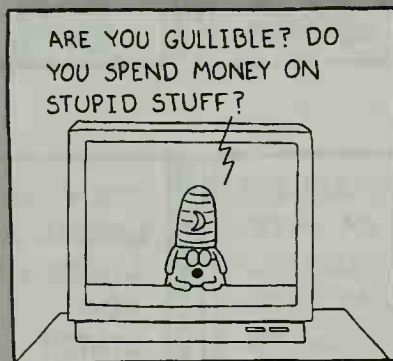
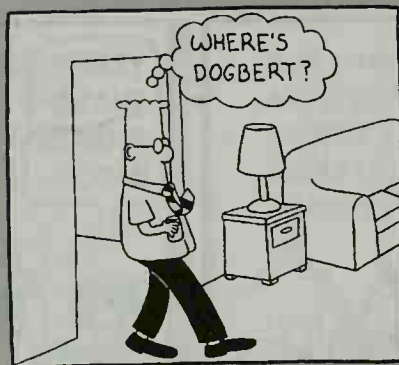


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I HAVEN'T SEEN HIM
YET. I'M WAITING
FOR "BURRITO NIGHT."

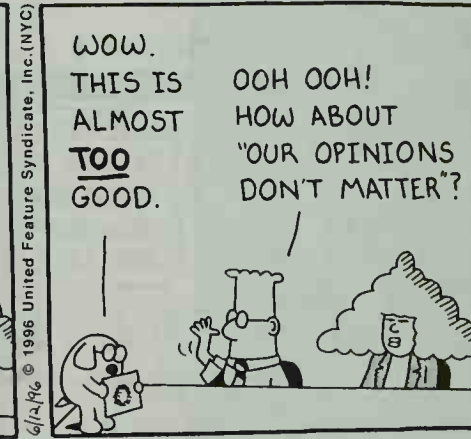
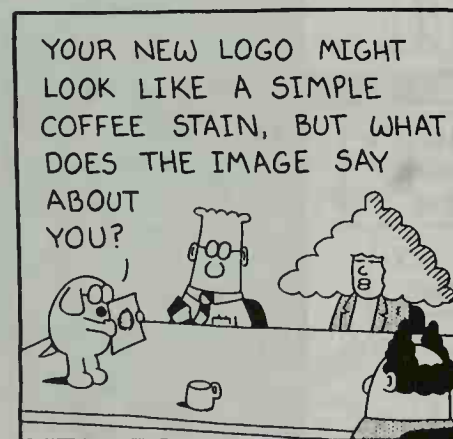
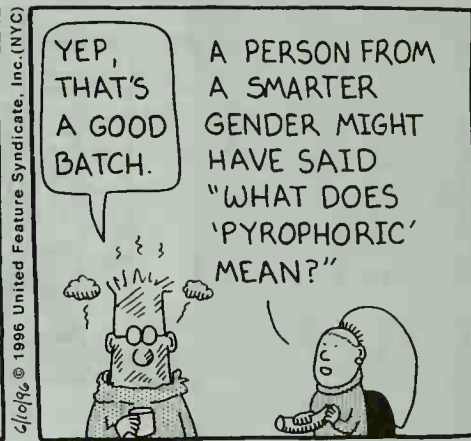
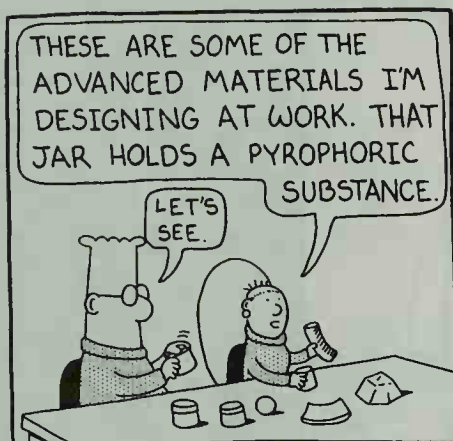
NOW IS WHEN
YOU SHOULD BE
SAYING "JUST
KIDDING."

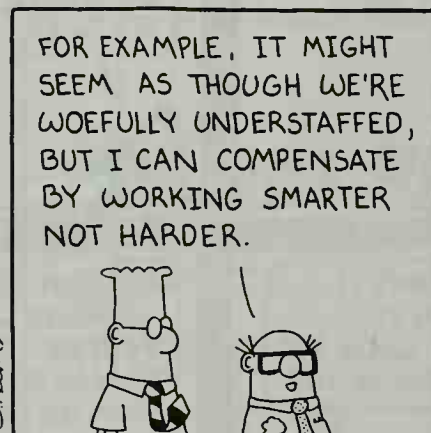
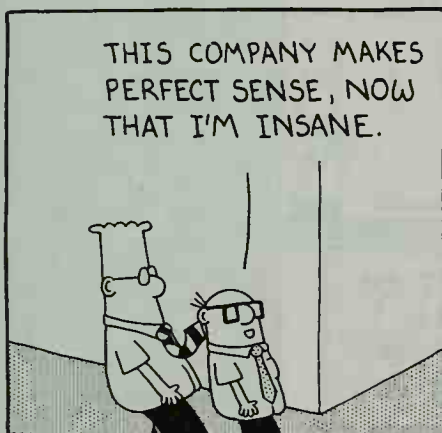
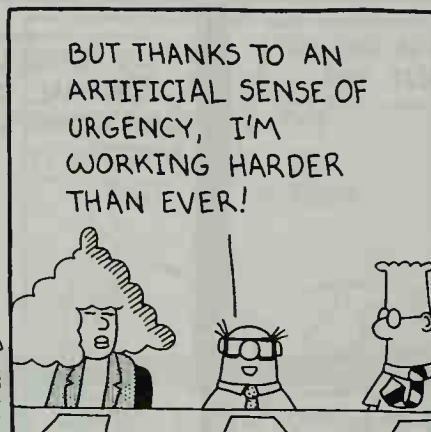




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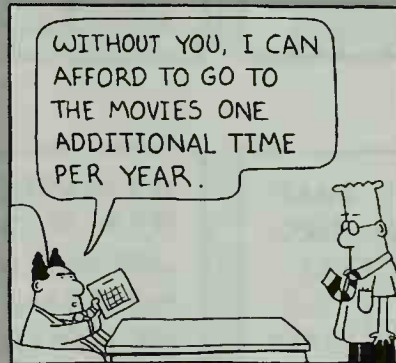
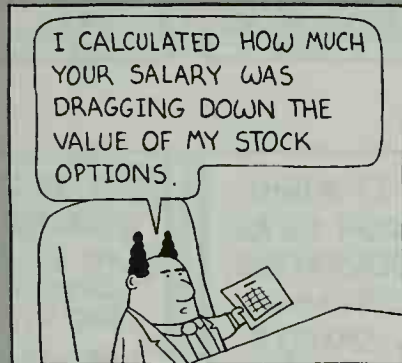
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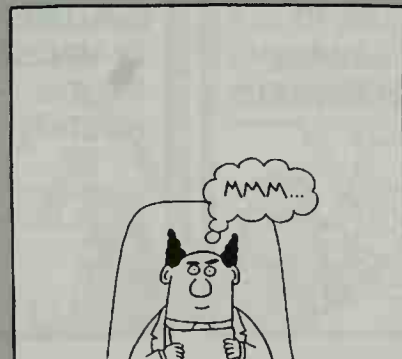
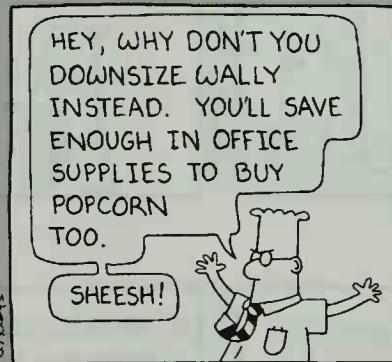




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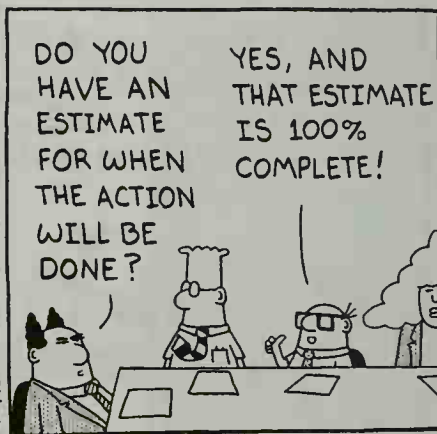




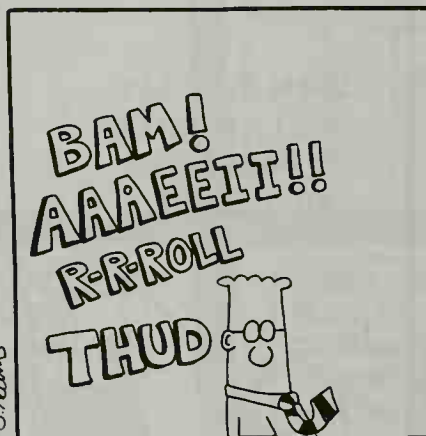
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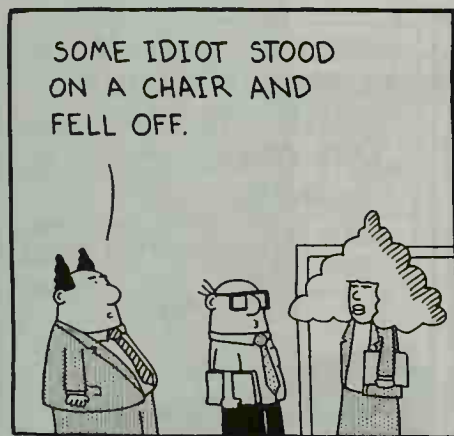
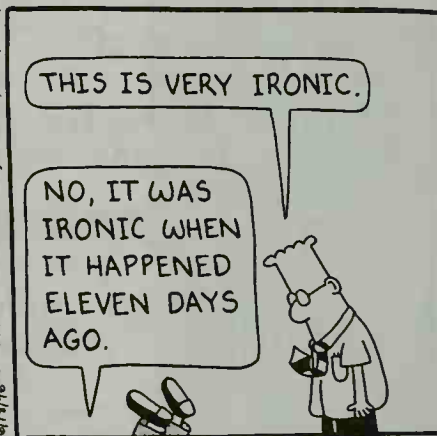
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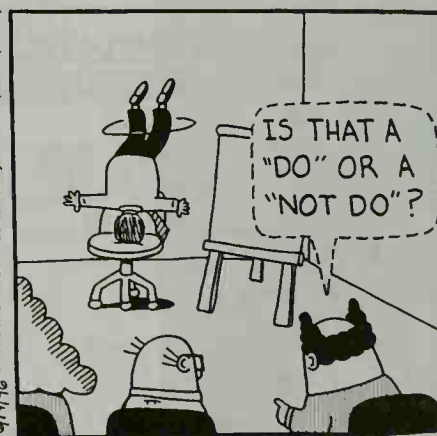
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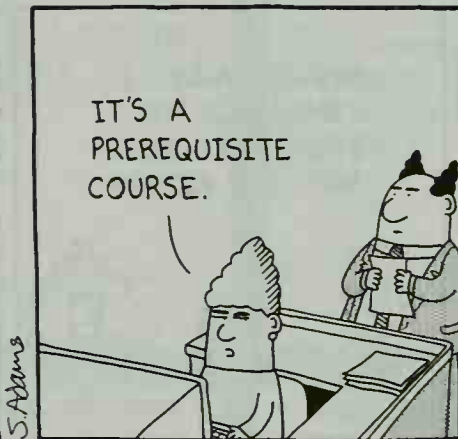
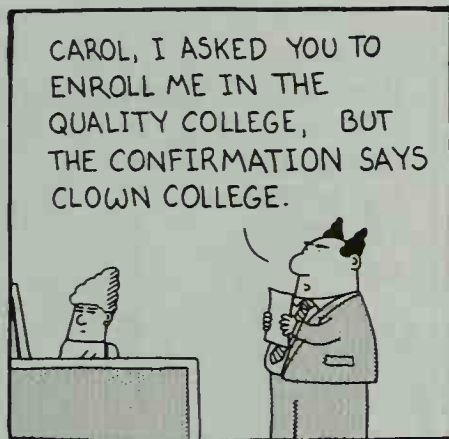


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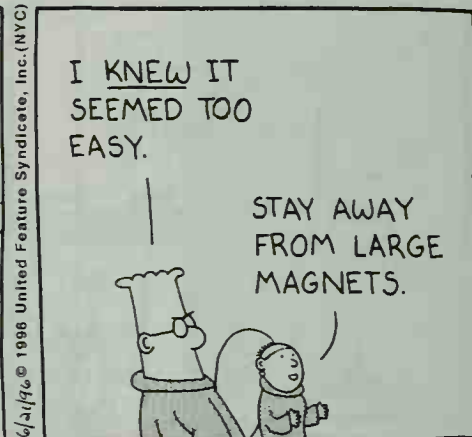


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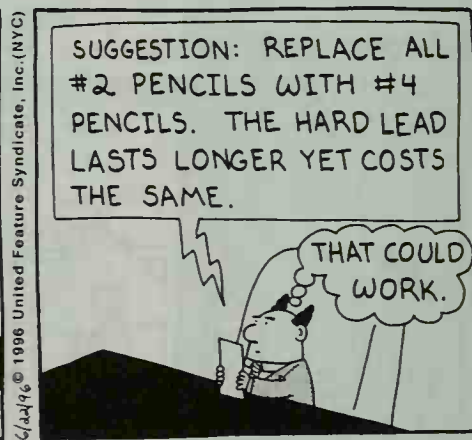
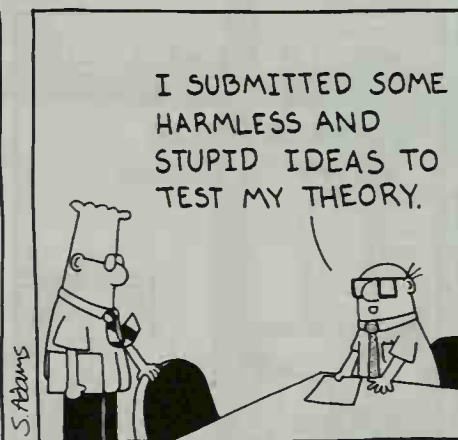
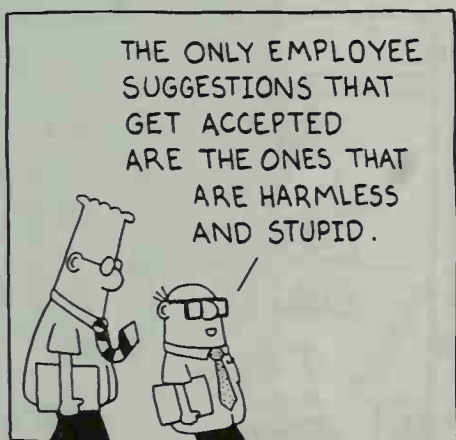




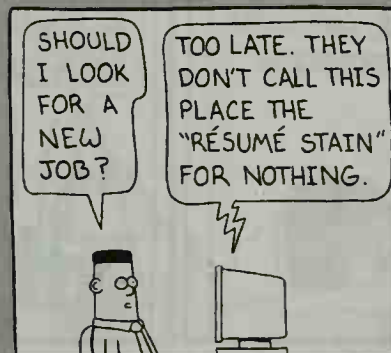
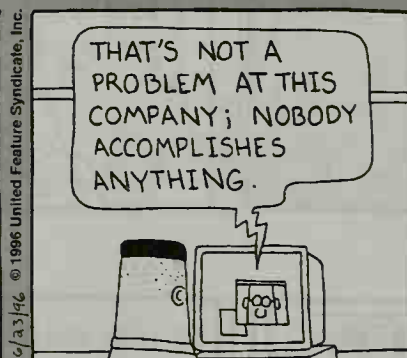
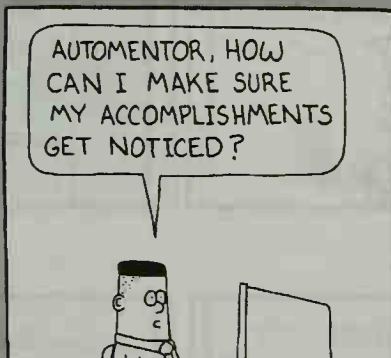
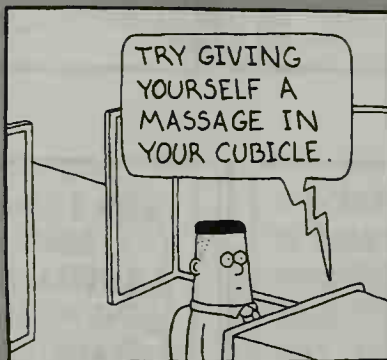
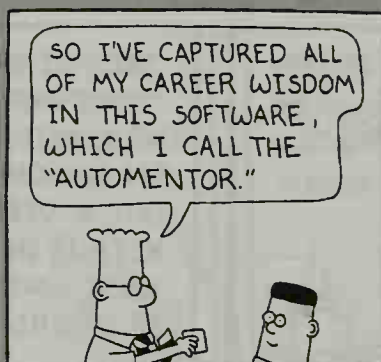
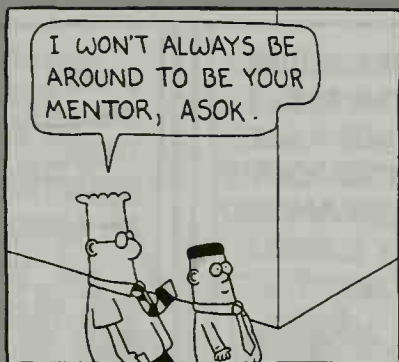
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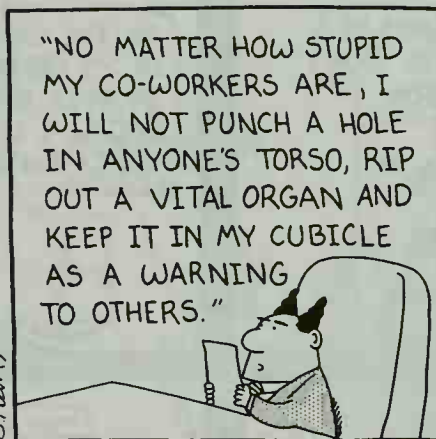
TOO LATE. THEY DON'T CALL THIS PLACE THE "RÉSUMÉ STAIN" FOR NOTHING.



I GIVE IT TO THE NEW GUY.



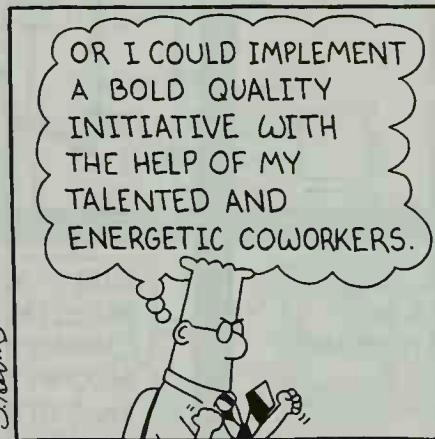
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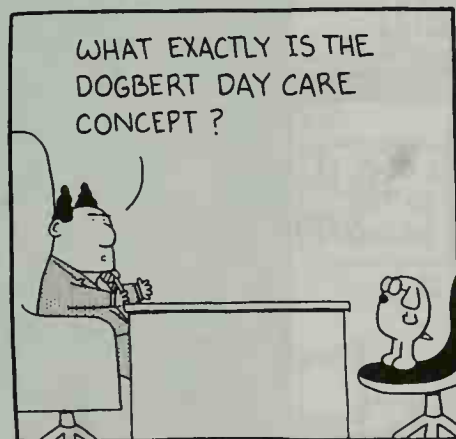
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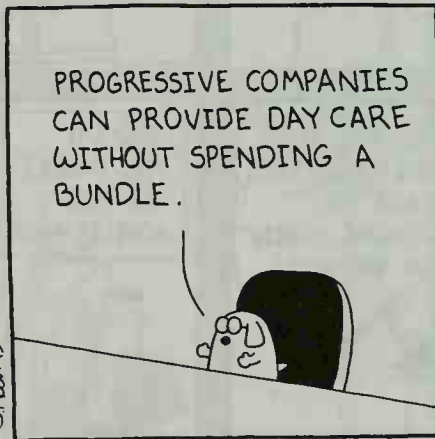
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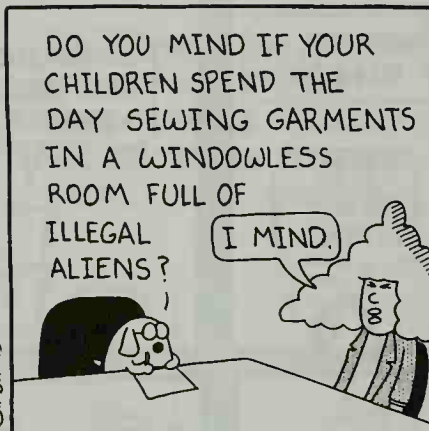


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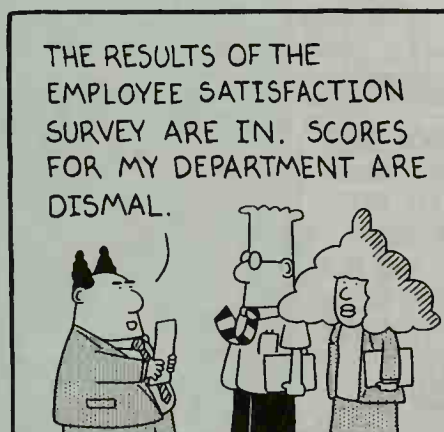
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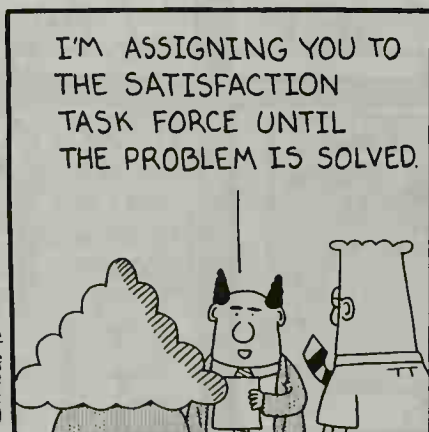
S. Adams



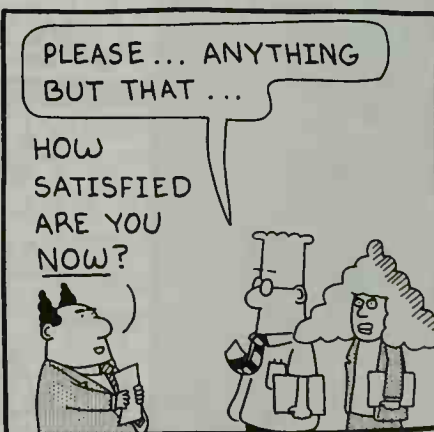
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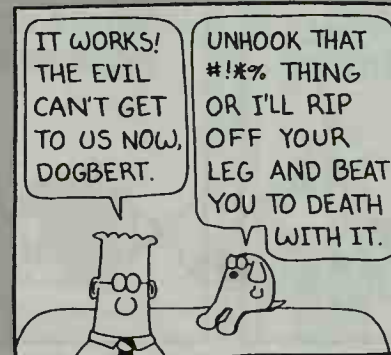
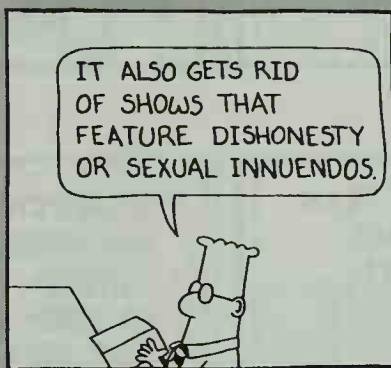
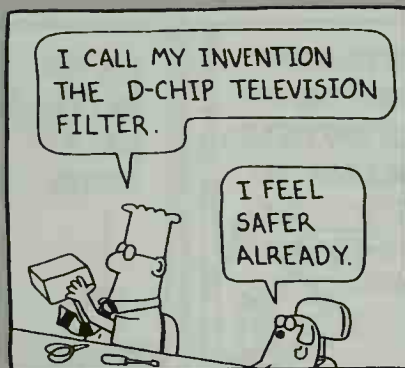


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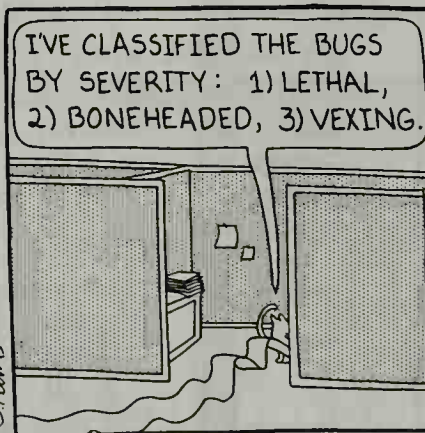
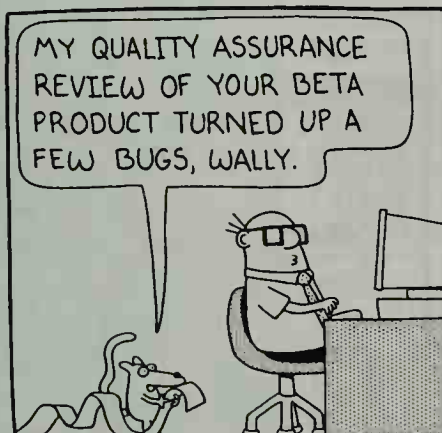
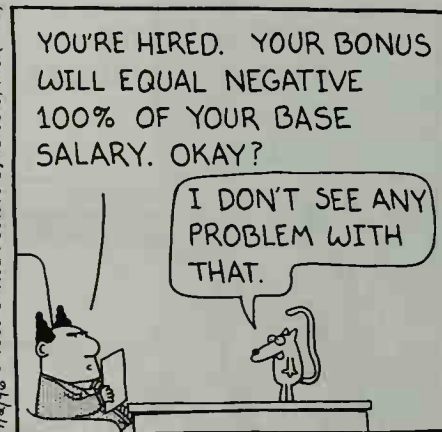
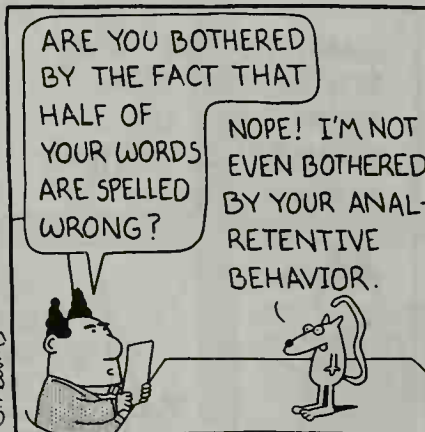
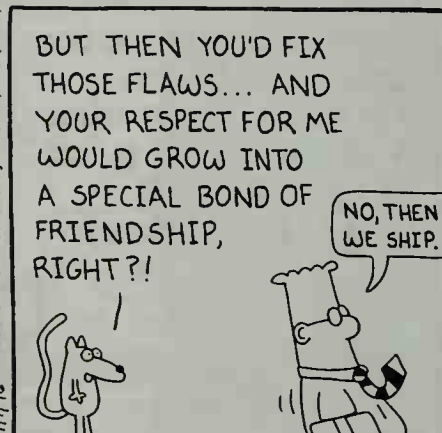
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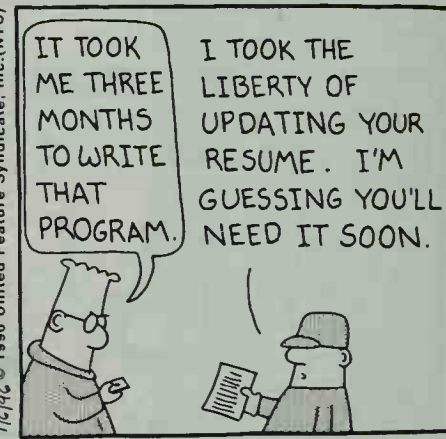
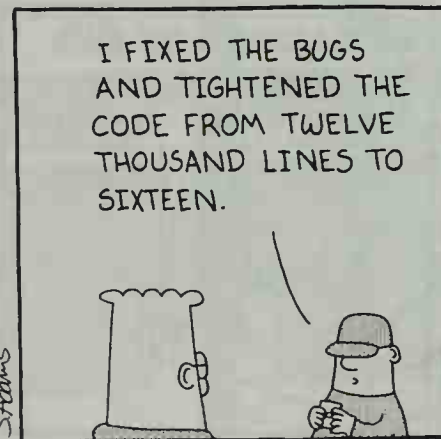
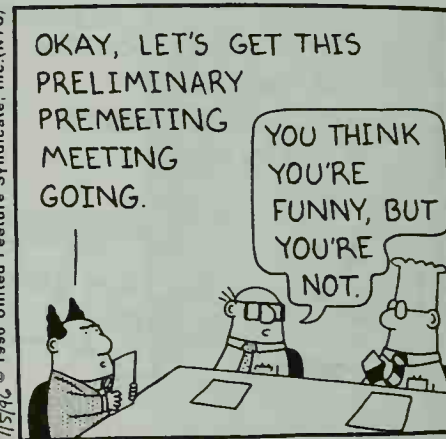
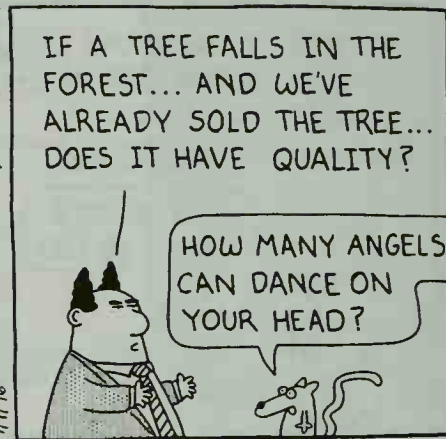
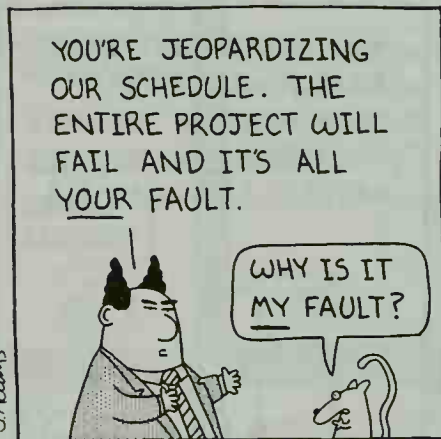
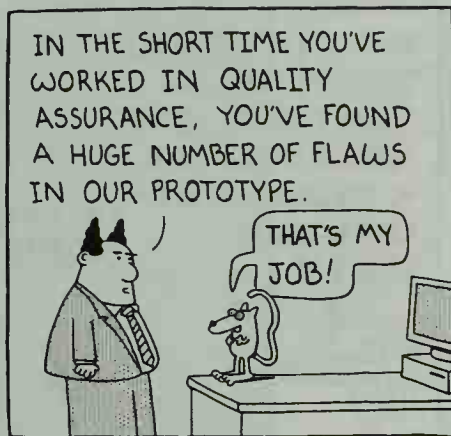




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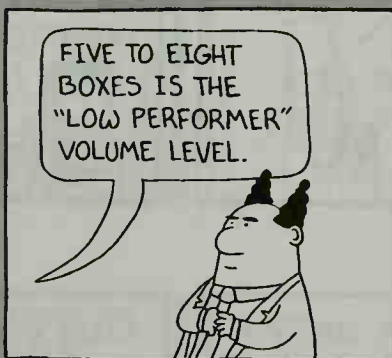
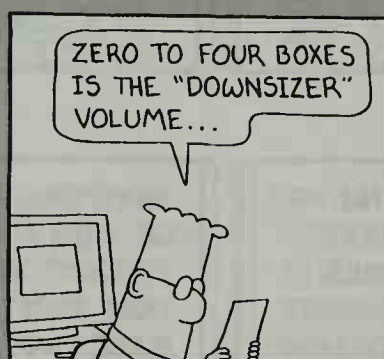




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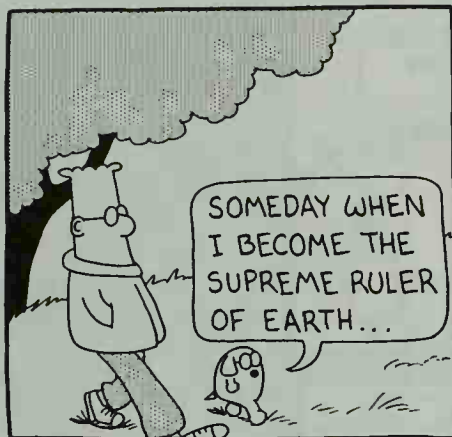
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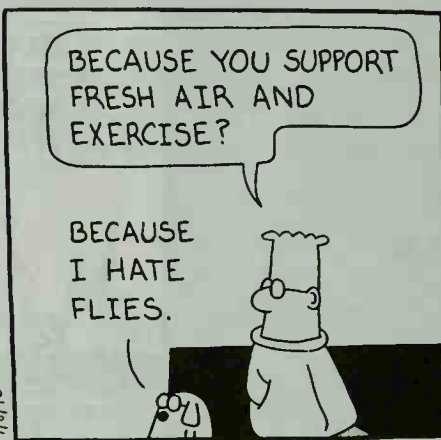
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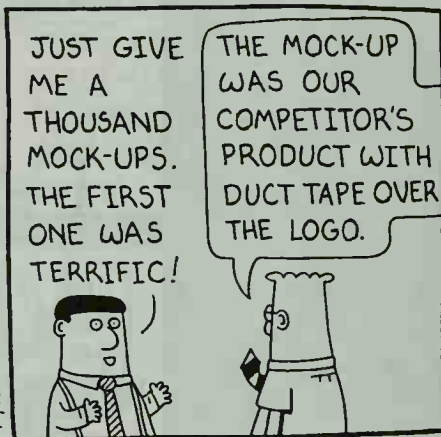
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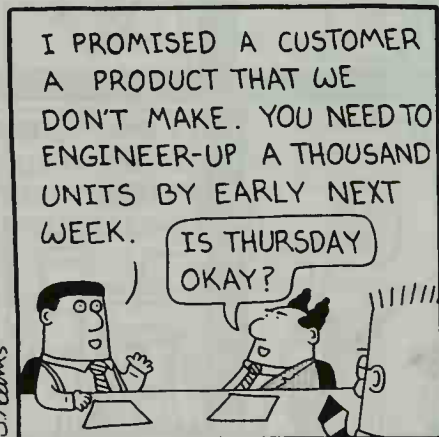
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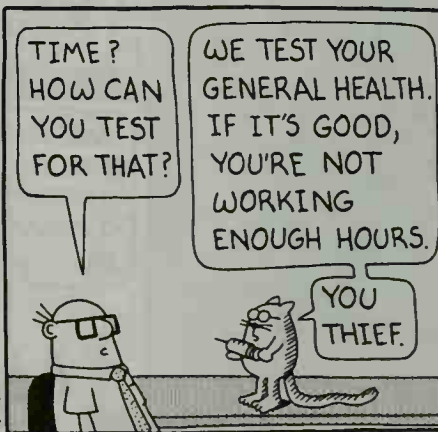
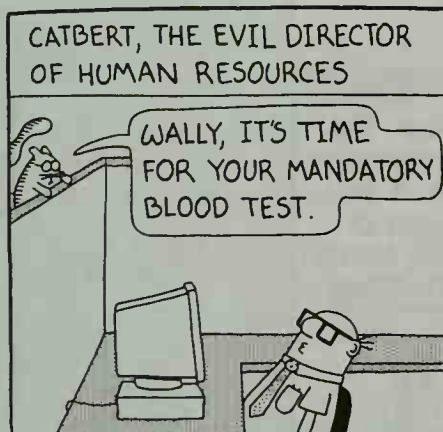
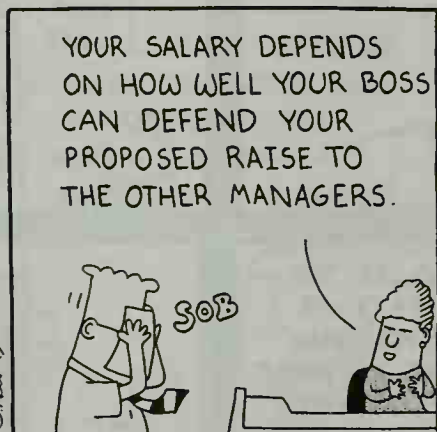
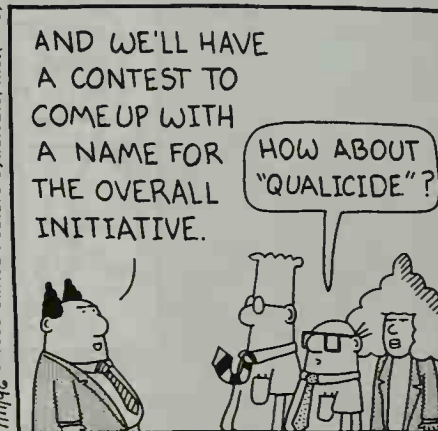
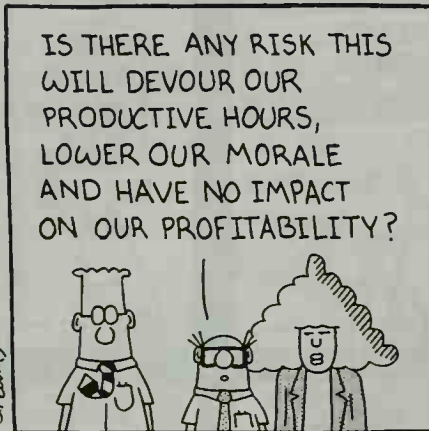


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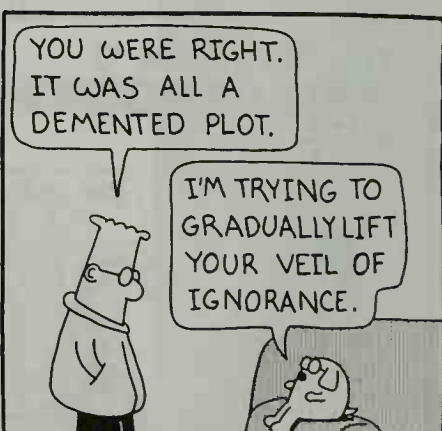
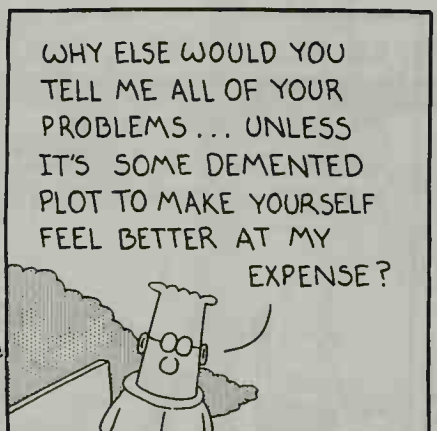
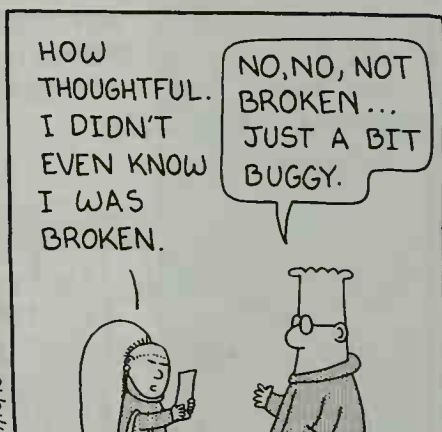
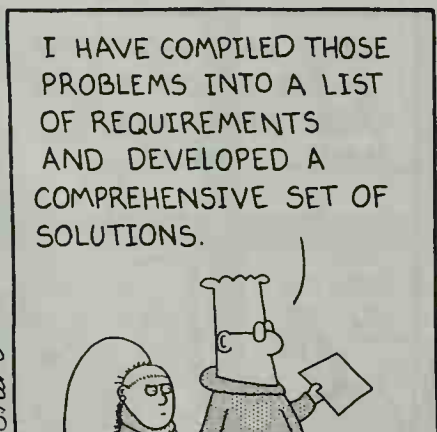
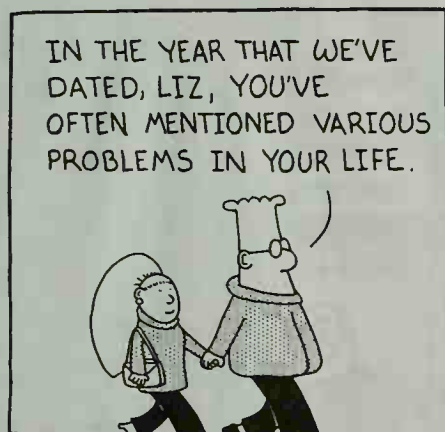
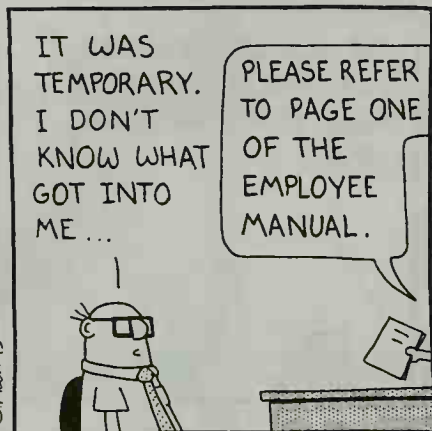
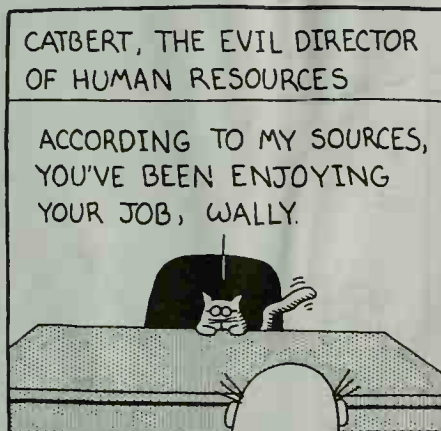




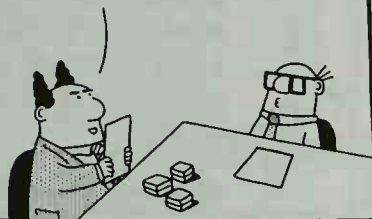


S. Adams

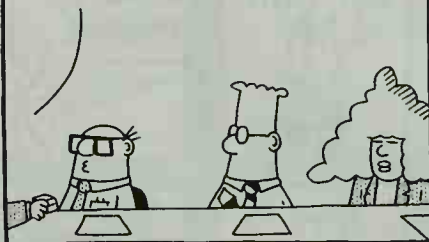
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7/1/96



OUR NEW "RECOGNITION PROGRAM" ASSIGNS THE NAMES OF PRECIOUS GEMS TO YOUR LEVELS OF PERFORMANCE.



THE HIGHEST LEVEL IS DIAMOND. YOU GET A NEW RING AT EACH LEVEL.



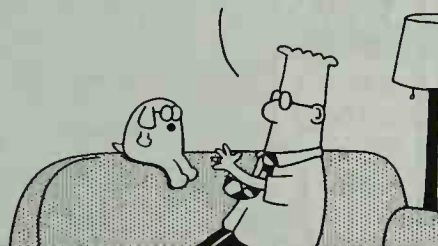
ARE YOU SURE TALC IS A PRECIOUS GEM?

I THINK I SAW IT SPARKLE.



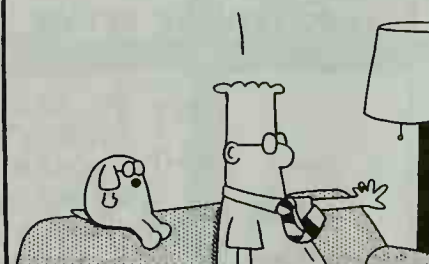
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AS YOU CAN SEE FROM MY RING, I'M A MEMBER OF THE "TALC CLUB" AT WORK.



S. Adams

WITH HARD WORK AND A BIT OF LUCK I WILL RISE TO THE NEXT LEVEL: SHALE.



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I CAN HONESTLY SAY MY RESPECT FOR YOU HAS NEVER BEEN HIGHER.

SOMEDAY, GOD WILLING, I'LL MAKE IT TO ALUMINUM.



IT'S TIME FOR ME TO UPDATE YOUR OBJECTIVES, ALICE.



S. Adams

WE NEED TARGETS THAT CAN ONLY BE ACHIEVED BY AMAZINGLY HARD WORK PLUS THE CONSTANT SUPPORT OF MANAGEMENT.

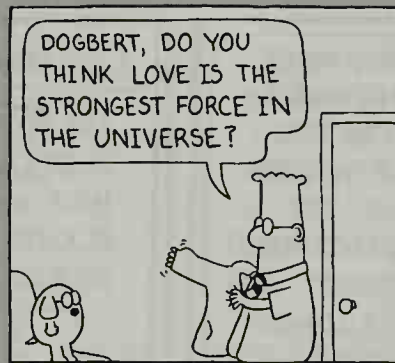


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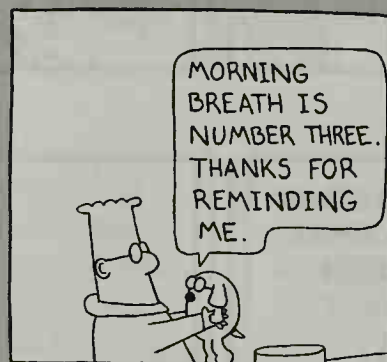
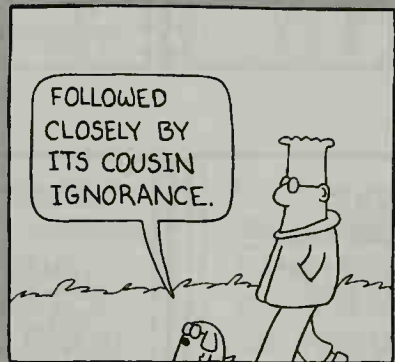
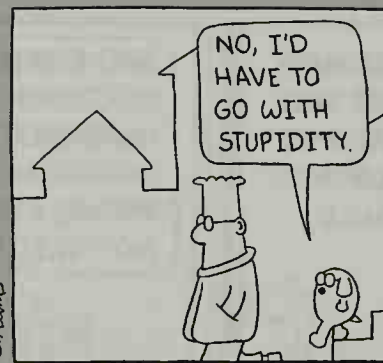
I'M BUSY, SO YOU'LL HAVE TO WRITE THEM YOURSELF.

WHAT'S WRONG WITH THIS PICTURE?



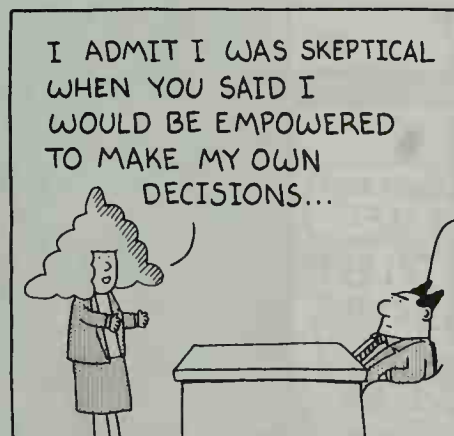
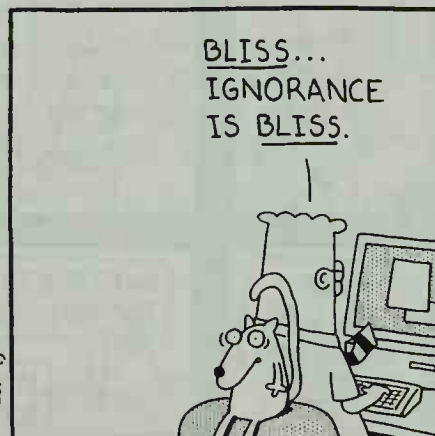
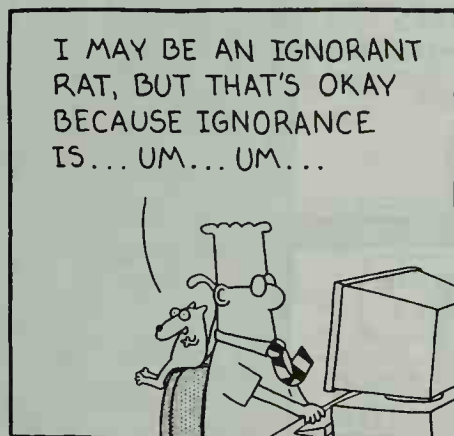
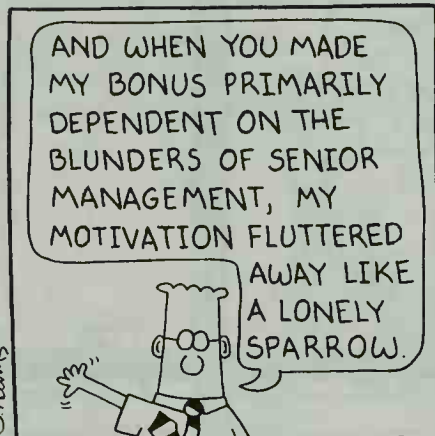


S. Adams

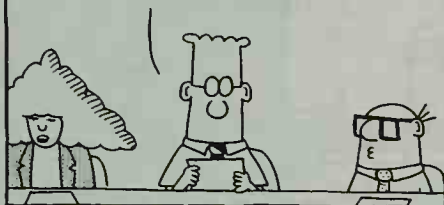


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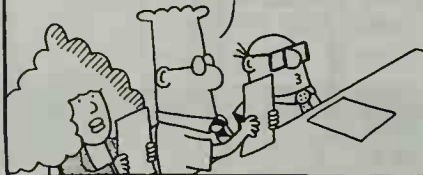


IT LOOKS LIKE WE'LL
RELEASE OUR NEW
PRODUCT ON TIME,
DESPITE ITS MANY
DEFECTS.



S. Adams

WE'VE MINIMIZED THE
ECONOMIC IMPACT OF
THE DEFECTS VIA AN
ADVANCED BUSINESS
PROCESS CALLED "HOPING
NOBODY NOTICES."



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AND WE'VE DOUBLED
OUR PROJECTED INCOME
BY MODIFYING OUR
ASSUMPTIONS!



A LOT OF
THIS JOB IS
MENTAL.

HERE IN THE "DOGBERT
INSTITUTE FOR ADVANCED
THINKING," I HAVE
DEvised A PLAN FOR
ENDING POVERTY.



S. Adams

MY PLAN IS TO WAIT
UNTIL THERE ARE SO
MANY TALK SHOWS ON
TELEVISION THAT ALL
THE PEOPLE WITH
WRETCHED LIVES CAN BE
PAID GUESTS.



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WHAT ABOUT THE POOR
PEOPLE WHO DON'T
WANT TO BE ON TALK
SHOWS?



WE'LL GET THE
STRAGGLERS
ON "COPS."

FROM NOW ON, I WILL NOT
TRY TO REASON WITH THE
IDIOTS I ENCOUNTER. I
WILL DISMISS THEM BY
WAVING MY PAW AND
SAYING "BAH."

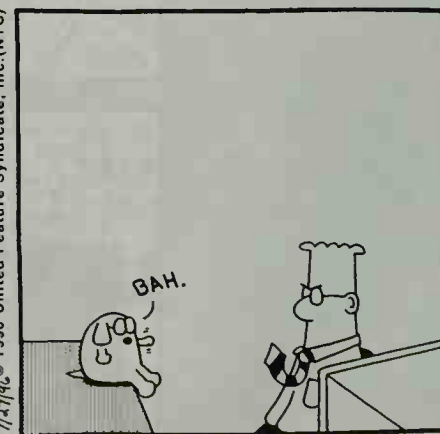


S. Adams

JUST BECAUSE SOMEONE
THINKS DIFFERENTLY
FROM YOU DOESN'T
MEAN HE'S AN IDIOT,
DOGBERT.



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BAH.

THE BUDGET TRAP

I NEED A QUICK
ESTIMATE FOR
HOW MUCH YOUR
NEXT PROJECT
WILL COST,
WALLY.

HOW SHOULD I KNOW?
YOU HAVEN'T EVEN
TOLD ME WHAT MY
NEXT PROJECT IS.

THAT'S OKAY. I
ONLY NEED A
ROUGH ESTIMATE
FOR PLANNING
PURPOSES.

I SEE WHERE THIS IS
GOING. YOU'RE GOING
TO TURN MY WILD
GUESS INTO A BUDGET.
LATER I'LL BE BLAMED
WHEN IT'S WRONG.

NO, NO. I WON'T
HOLD YOU TO
THESE NUMBERS.

WELL...OKAY, LET'S
SAY TWO MILLION
DOLLARS.

OOH... CAN'T AFFORD
THAT. I'LL PUT YOU
DOWN FOR TWENTY
THOUSAND DOLLARS.

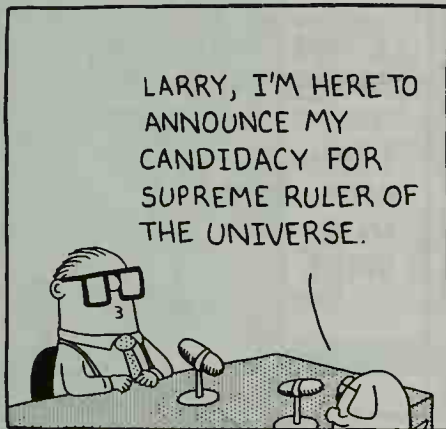
ONE YEAR LATER...

YOU'RE WAY
OVER BUDGET.
CAN YOU
SHOW ME
THE CAUSE?

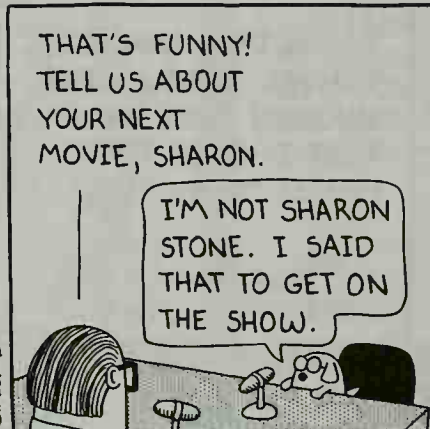
IT DEPENDS.
CAN MIRRORS
REFLECT YOUR
IMAGE?

S. Adams

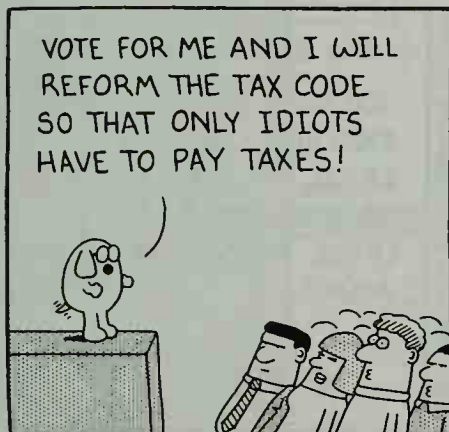
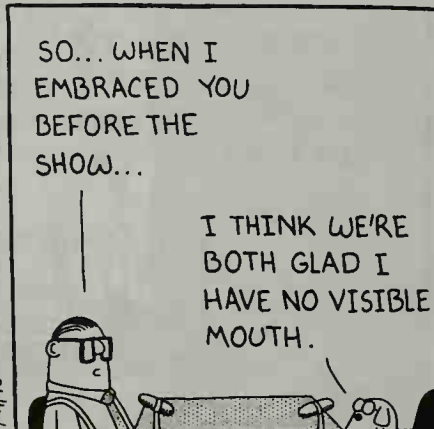
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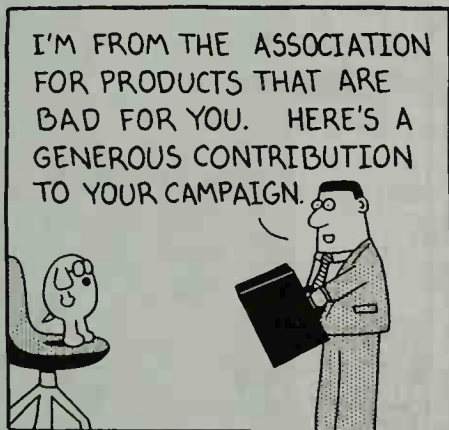
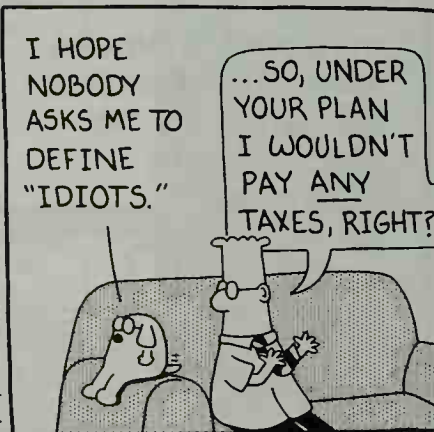
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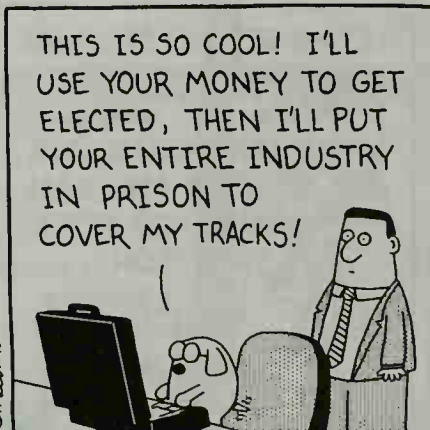
S. Adams



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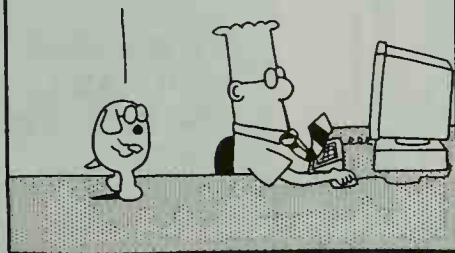
S. Adams



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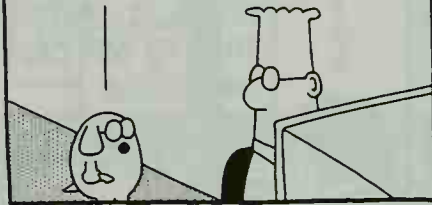


THE VOTES ARE IN. I'VE BEEN ELECTED TO THE POSITION OF SUPREME RULER OF EARTH.



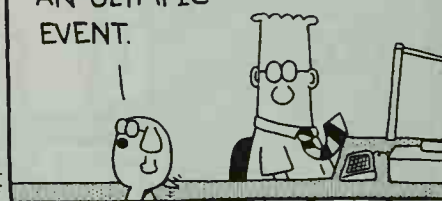
S. Adams

I WON IN A LANDSLIDE, THANKS TO LOW VOTER TURNOUT AND THE FACT THAT I VOTED FOR MYSELF MANY TIMES.



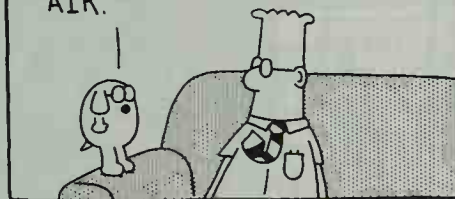
I HOPE YOU'LL BE A BENEVOLENT RULER.

I THINK I'LL MAKE CANING AN OLYMPIC EVENT.



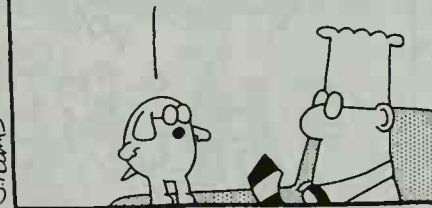
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MY DOMINION OVER THE PLANET IS NOT WIDELY RECOGNIZED BY THE DOLTS WHO ARE BREATHING MY AIR.



S. Adams

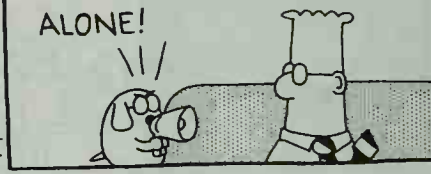
SO I'VE DECLARED TOTAL SOVEREIGNTY OVER A SMALL, EVER-WIDENING ZONE SURROUNDING MY BODY.



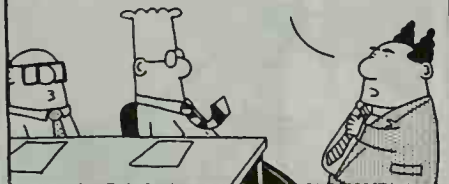
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HOW BIG IS THE ZONE?

YOU HAVE JUST ENTERED DOGBERTLAND. PLEASE SHOW YOUR PASSPORT AND LEAVE THE OXYGEN ALONE!

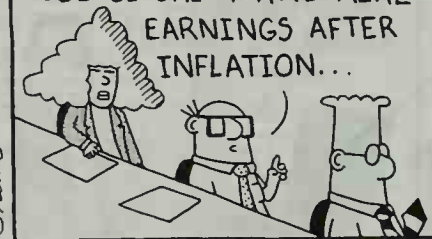


IF WE ARE TO SUCCEED, YOU MUST BECOME CHANGE MASTERS IN AN EVER-CHANGING, CHANGE-ADAPTIVE ENVIRONMENT.



S. Adams

LET ME GET THIS STRAIGHT... EVERY CHANGE SEEMS TO INCREASE OUR WORKLOAD WHILE DECREASING OUR JOB SECURITY AND REAL EARNINGS AFTER INFLATION...

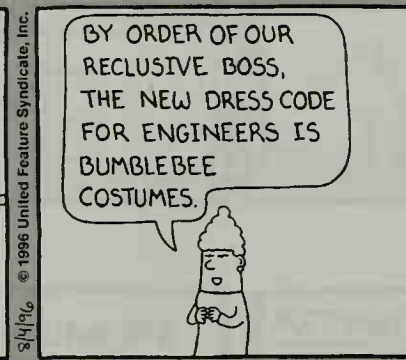
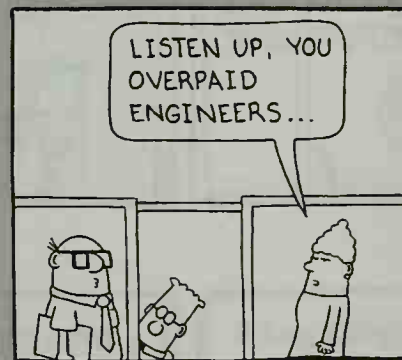
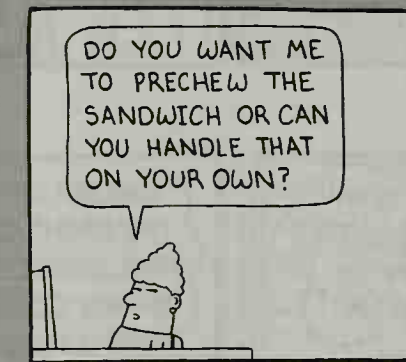
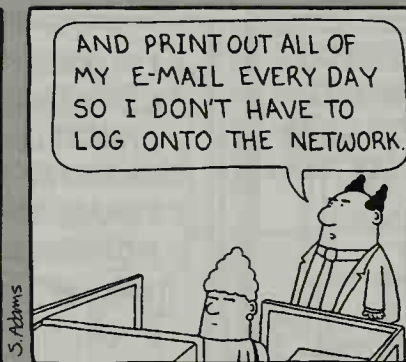


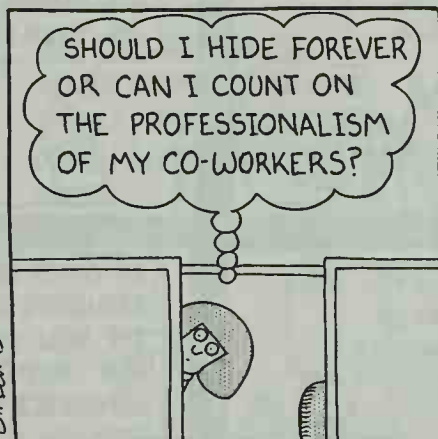
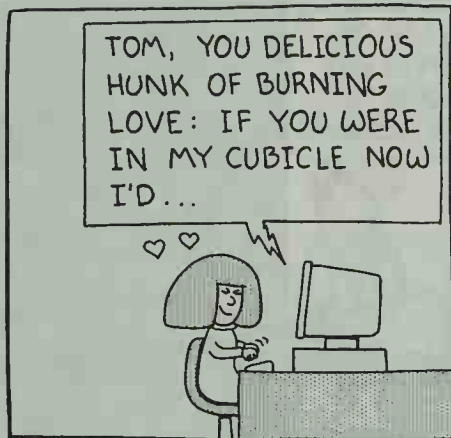
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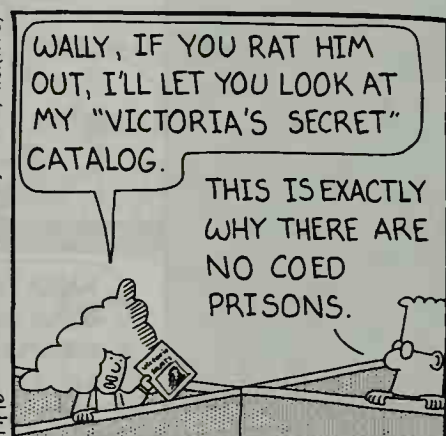
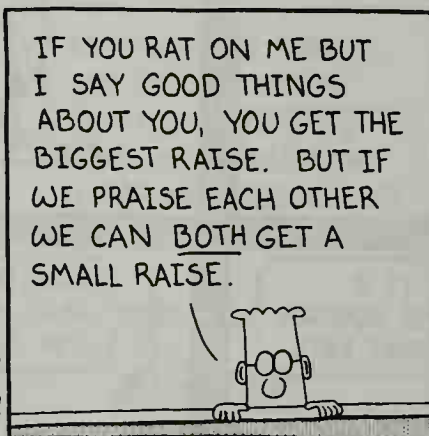
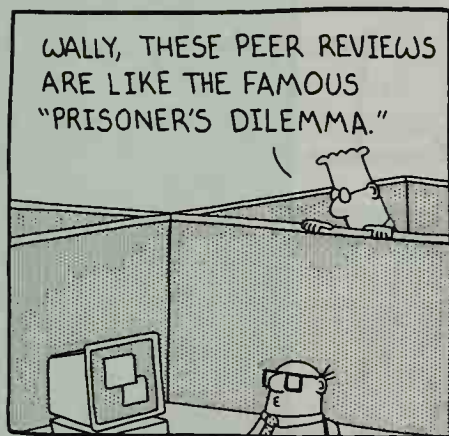
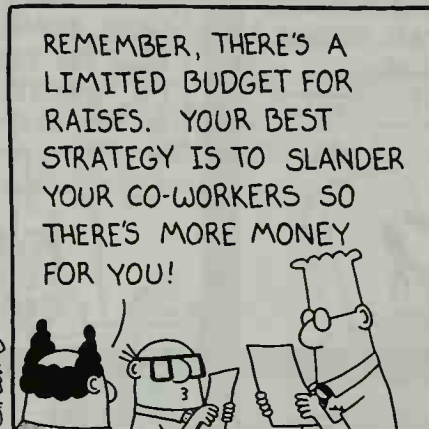
AND THE PROBLEM IS OUR LACK OF FLEXIBILITY?

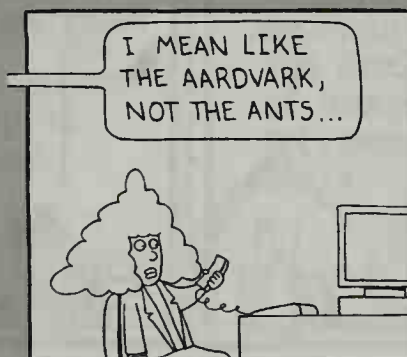
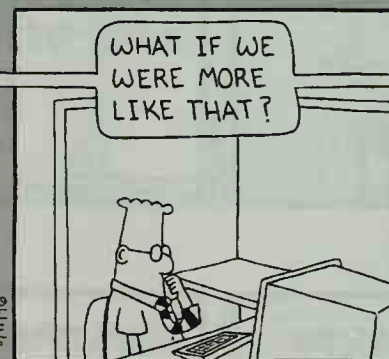
NOT ENTIRELY. THERE'S ALSO YOUR BAD MORALE.





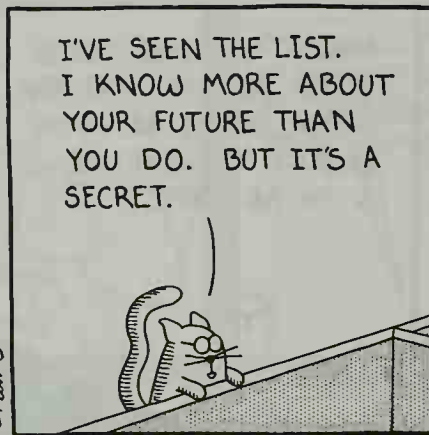








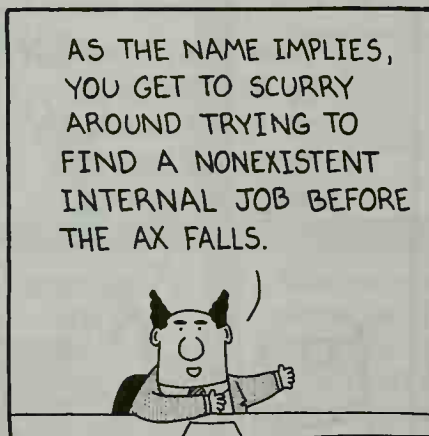
S. Adams



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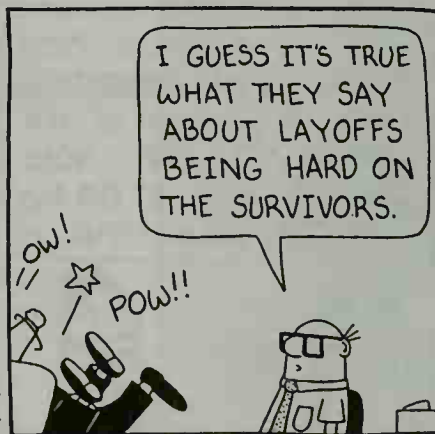
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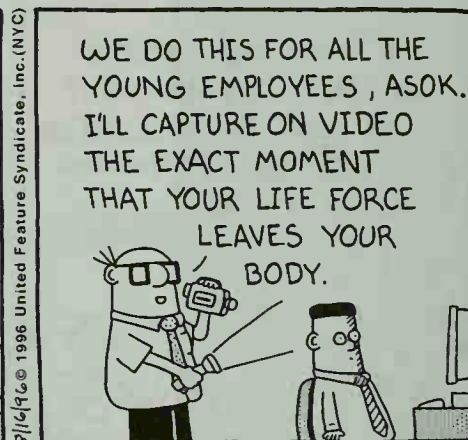
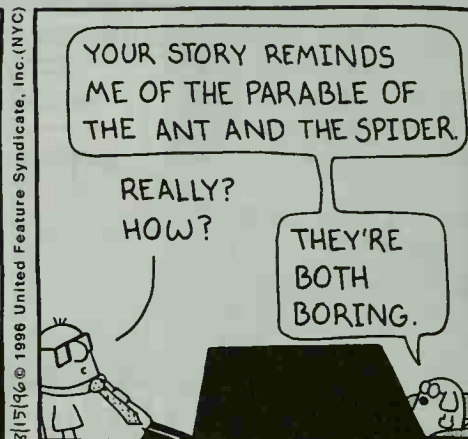


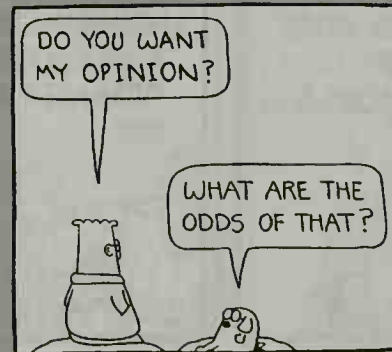
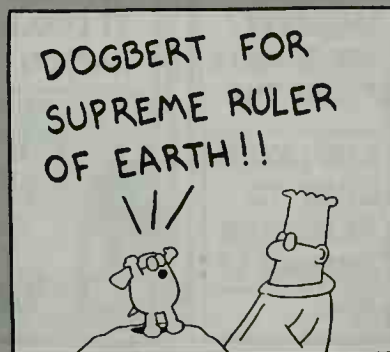
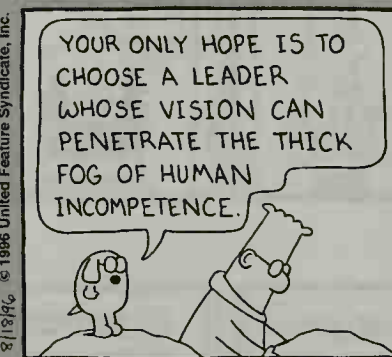
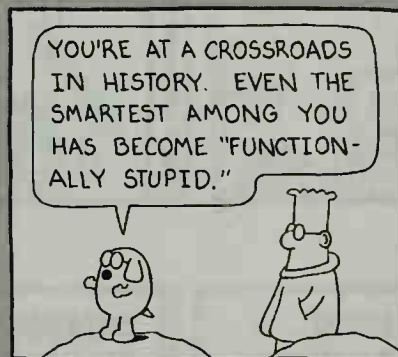
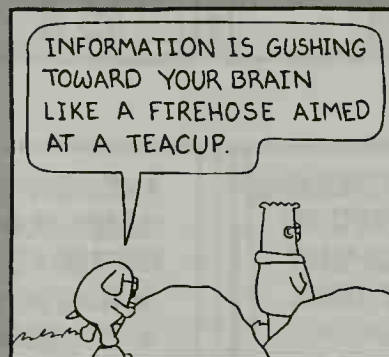
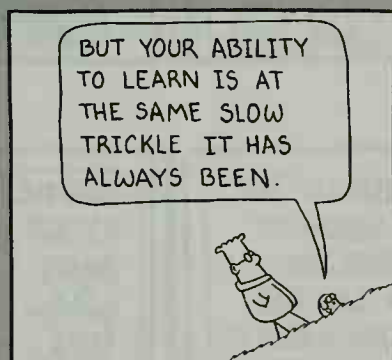
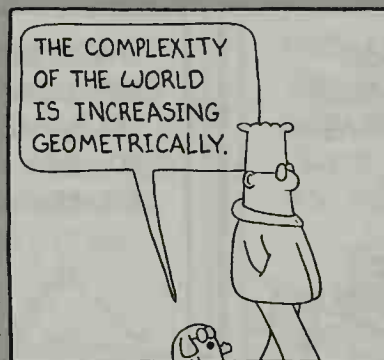
S. Adams

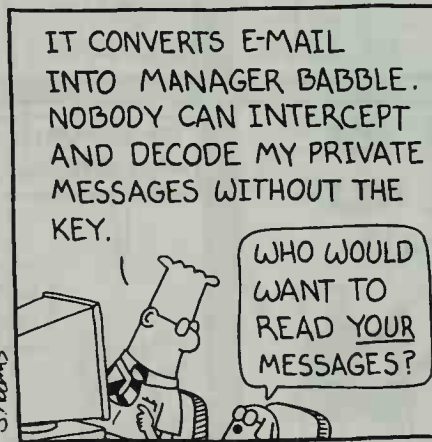
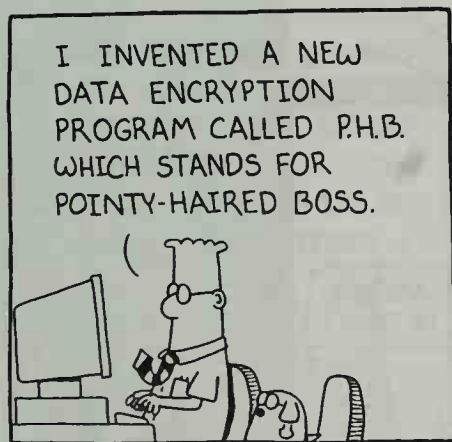
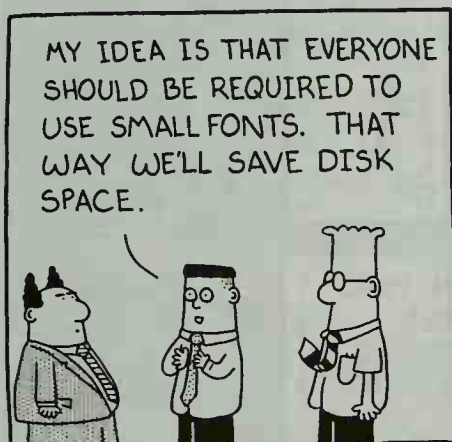


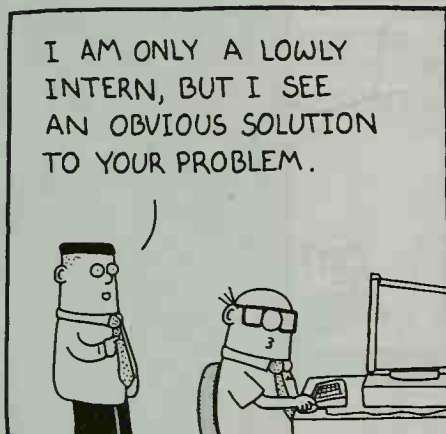
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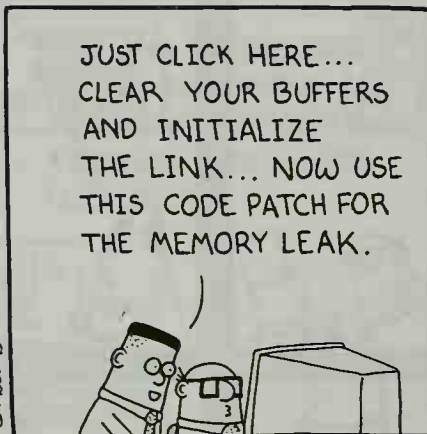




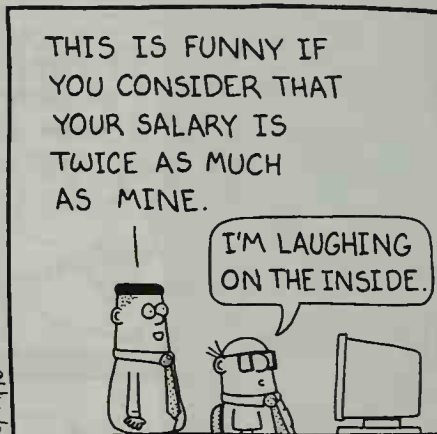




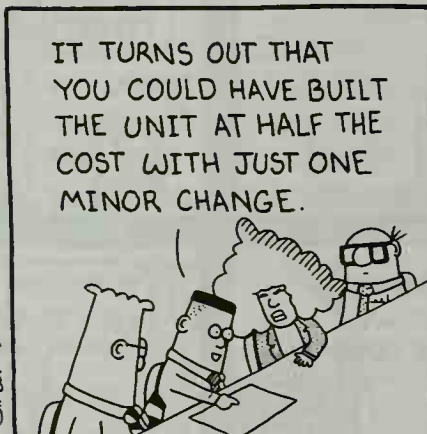
S. Adams



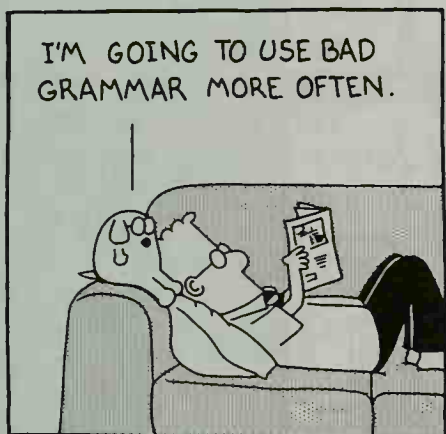
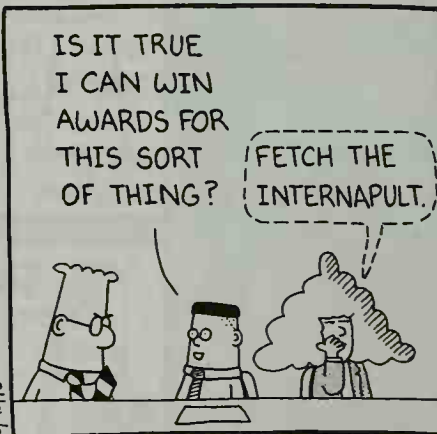
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S. Adams



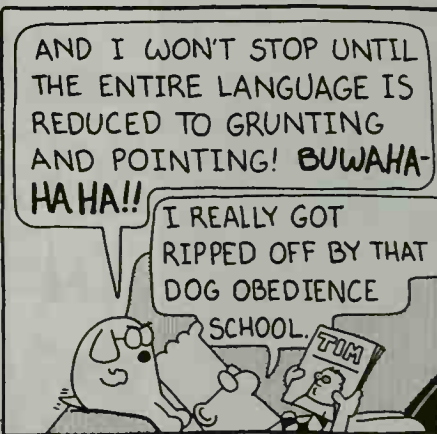
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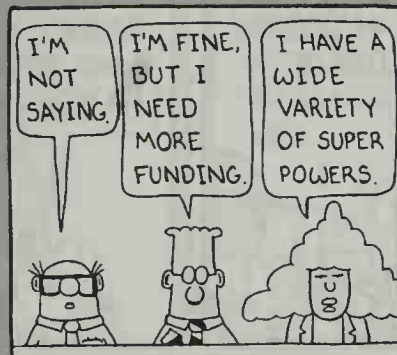
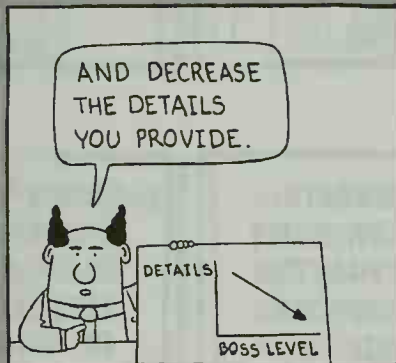
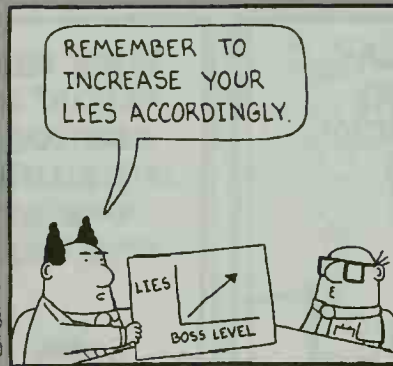
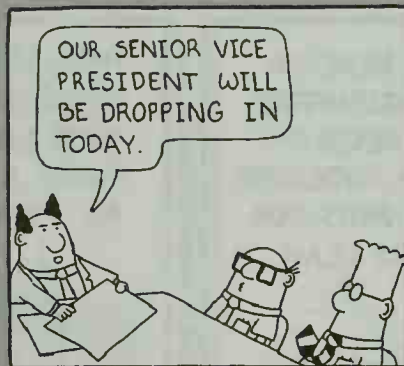


S. Adams

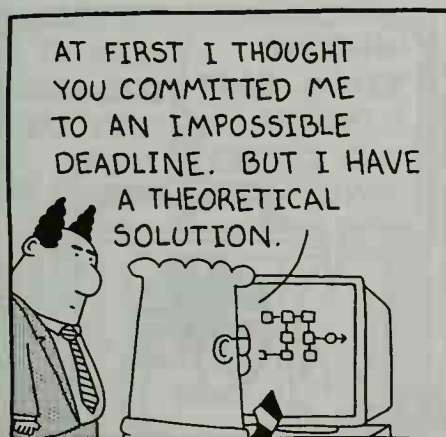


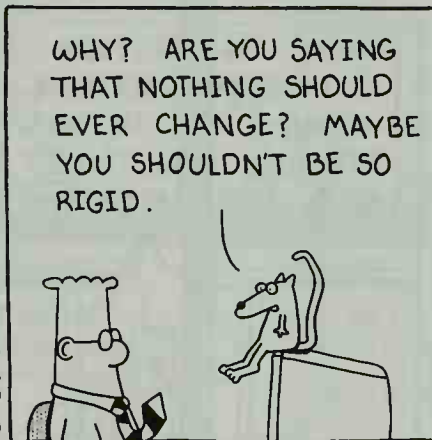
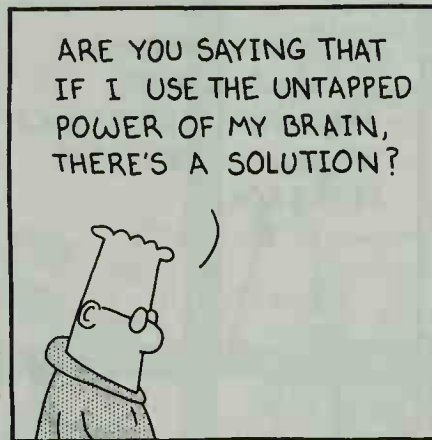
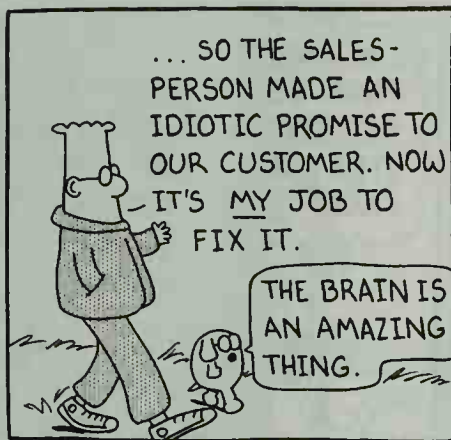
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"I don't know if there are more idiots in management than anywhere else, but I'm sure that's where they're easiest to spot."

—Scott Adams

SCOTT ADAMS has accomplished a rare feat. In his wildly successful cartoon strip, *Dilbert*, he has transformed the daily drudgery of the workplace into a fresh, comic commentary on life. This volume of

cartoons, which ran in newspapers from November 20, 1995, through August 31, 1996, brings you more of the bizarre fun of the eternally devious, frustrated, and clueless. In addition to the antics of Dilbert, the Boss, Alice, Wally, and Dogbert, you'll marvel at the escapades of Antina the non-stereotypical woman, who takes apart the office coffee machine "just for fun." You'll witness Ratbert hired as vice president of marketing, with his only experience being a week spent in a dumpster at Procter & Gamble. And you'll recoil from Camping Carl, the office's annoyingly nonstop complainer, whom Dilbert manages to evade only by taking to his cubicle escape tunnel.

Dilbert first gave a voice to frustrated cube dwellers in 1989, and today the world's fastest growing cartoon is in more than 1,700 newspapers in 51 countries and 19 languages.



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