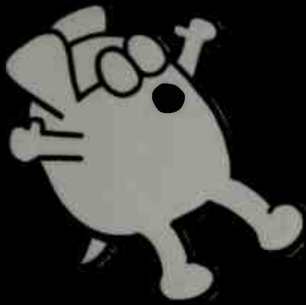


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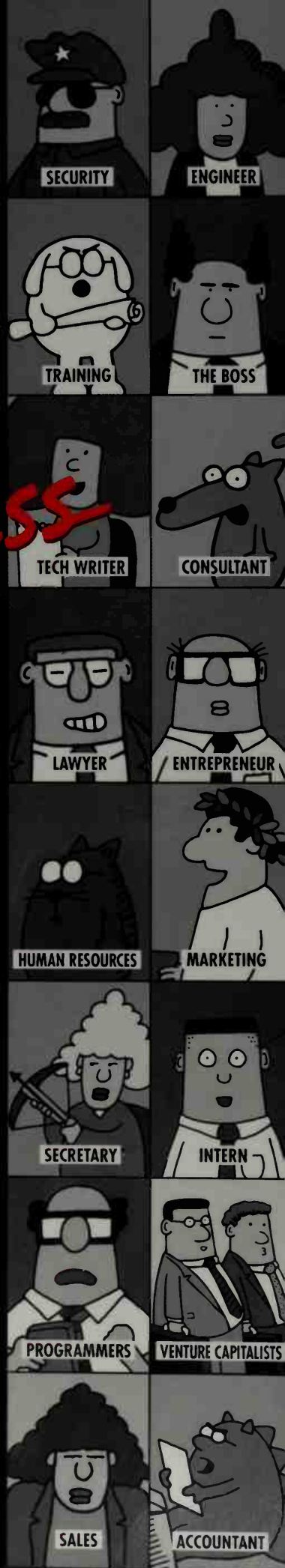


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Gives You the Business



BY SCOTT ADAMS





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If you're a typical *Dilbert* reader, the question in your mind right now is, "How can I use this book as a weapon to embarrass my enemies?"

I realize that's a gross generalization. The more noble-minded *Dilbert* readers are thinking, "How can I use this book as a weapon to embarrass my friends?" Still others are wondering how they can steal this book from their friends and call it "borrowing."

But whether you have friends or not, I'm here to help.

Responding to an avalanche of suggestions, I have gathered all the most-requested *Dilbert* strips about the business world and organized them by topic. If you want to find all the best *Dilbert* comics on, for example, budgeting, or programming, or performance reviews, or engineering, or marketing, they're here, along with dozens of other topics.

This is a huge improvement over the old method where you might have access to only one or two *Dilbert* comics to make your point. It's nearly impossible to do a thorough job of mocking someone when you are so limited in your choice of comics. Thanks to this book, that will never be a problem again. Now you can show someone a few dozen *Dilbert* strips on the same topic and be certain your message gets across. You'll never again have to deal with the same annoying question, "Are you trying to tell me something?"

It wasn't easy to pull this book together. I stayed up all night, with comics spread around on my furniture and the floor, sorting them into categories. My cat, Sarah, helped by rolling around in the piles until the static electricity made the strips stick to her fur. It wasn't much help, but I don't pay her much either. If you find any duplicates or strips out of place, blame my cat. If the whole book is missing, your friends probably "borrowed" it.

Speaking of friends, you might want to join Dogbert's New Ruling Class and rule by his side when he conquers the planet and makes everyone else our domestic servants. Joining is as easy as signing up for the free *Dilbert* newsletter, published about four times a year whenever I feel like it.

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S. Adams

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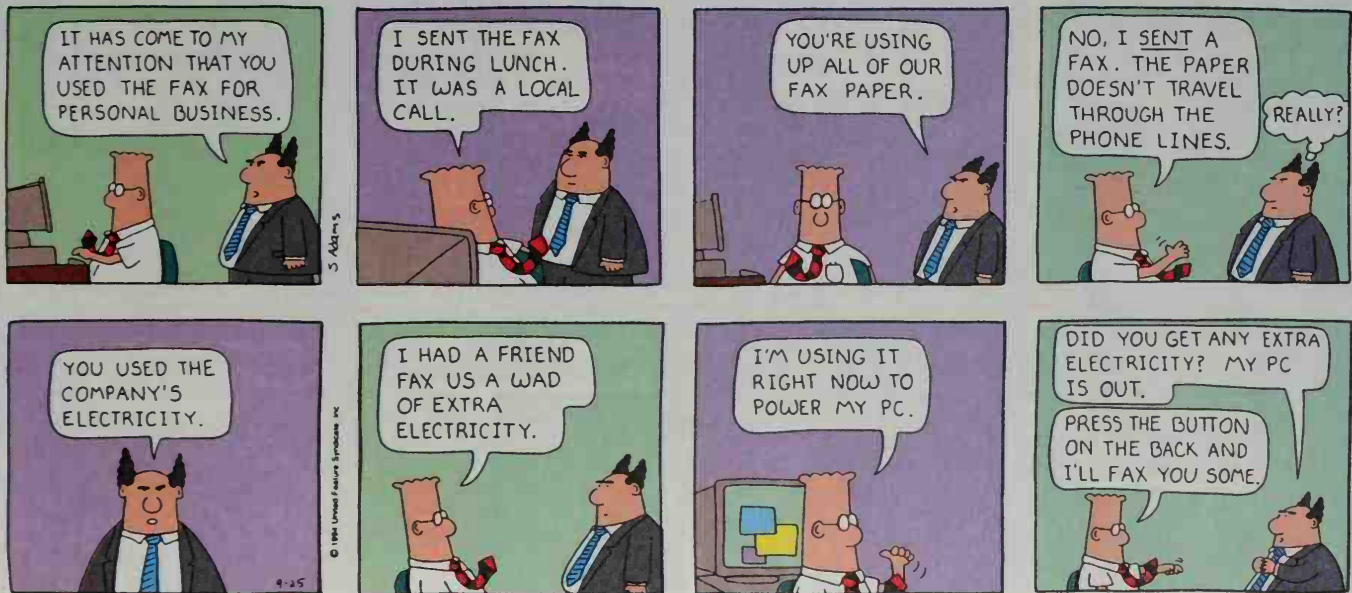


Jobs

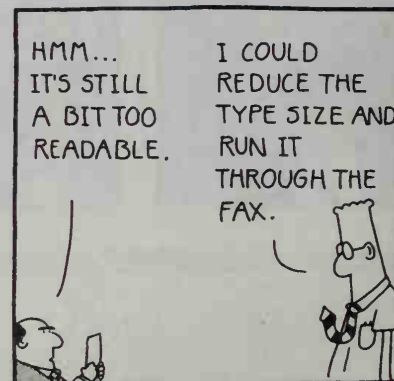
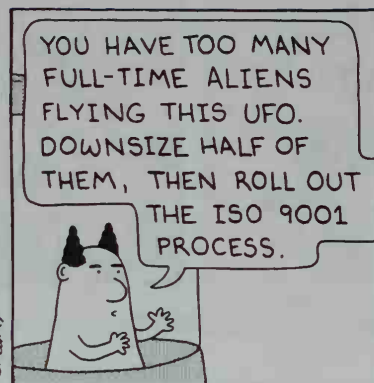
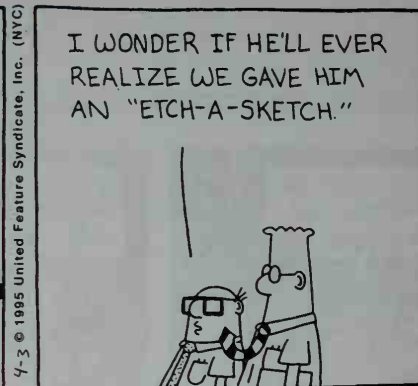
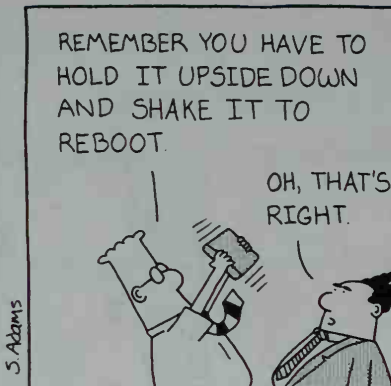
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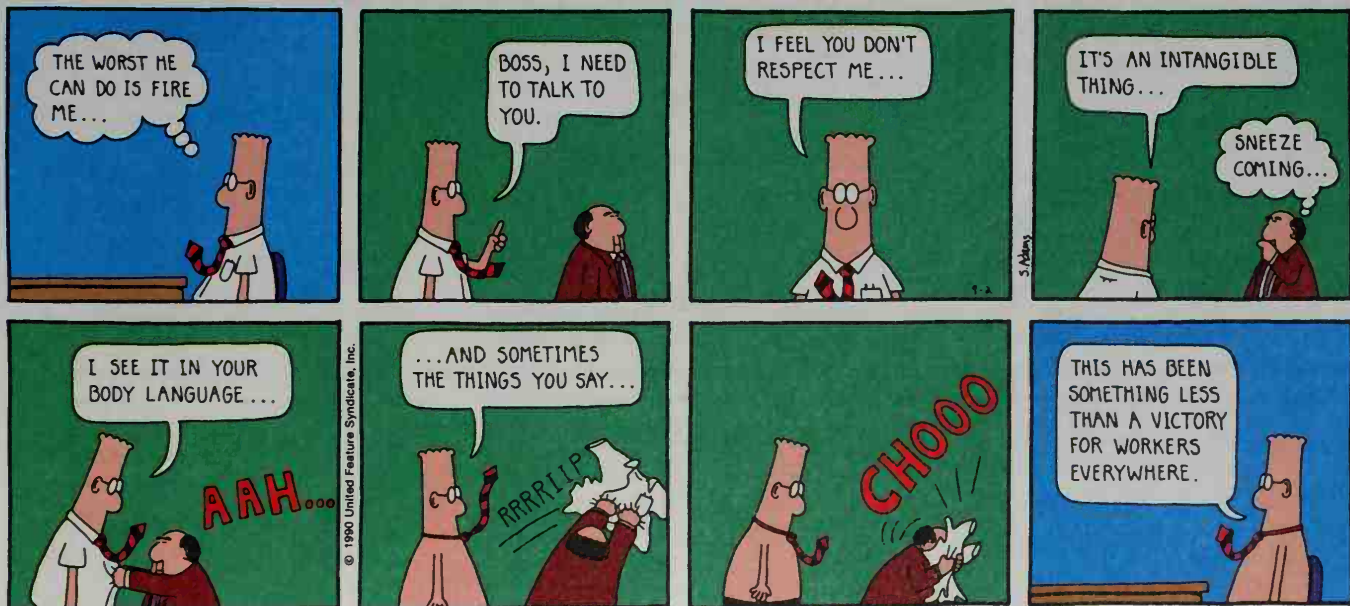
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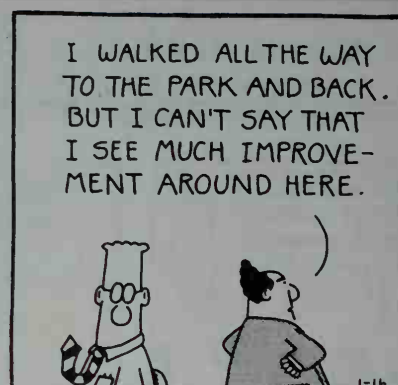




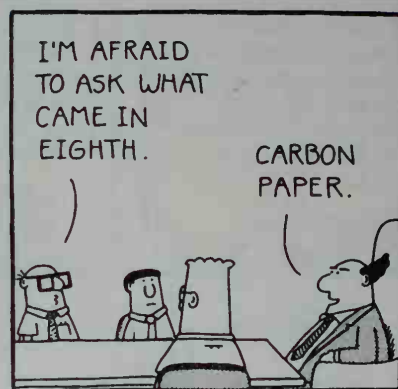
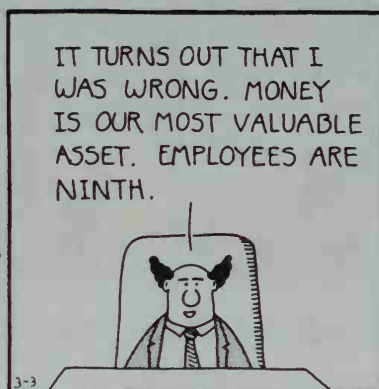
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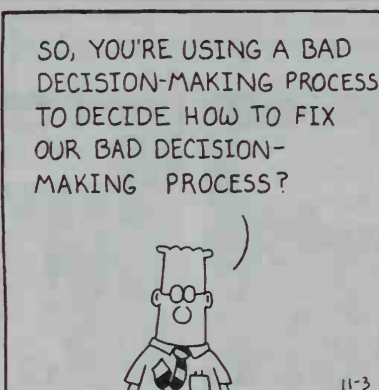
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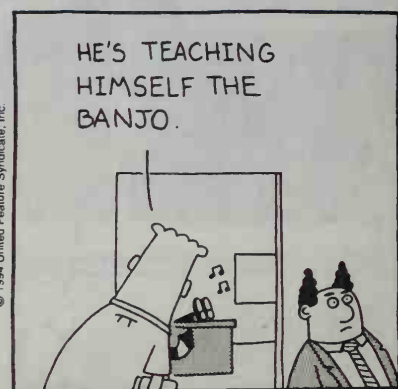
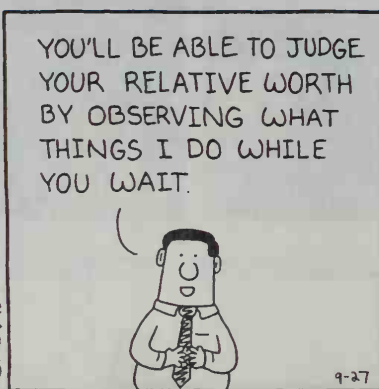
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BOSS TYPES

FIND YOUR BOSS ON THIS HANDY REFERENCE

HOSTAGE TAKER: TRAPS YOU IN YOUR OFFICE AND TAKES YOUR EARS OFF

BLAH BLAH

ow!!

FRANCHISE: USES VIGOROUS HEAD-NODDING TO SIMULATE COMPREHENSION

THEN WE'LL SUBNET OUR IP ADDRESSES.

OH YEAH OH YEAH

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

NOBODY CAN DO WHAT YOU DO!!

EXCEPT A MUSHROOM

OVER PROMOTED: TRIES TO MASK INCOMPETENCE WITH POOR COMMUNICATION

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

WEASEL: TAKES CREDIT FOR YOUR HARD WORK

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

IT WASN'T EASY!

POSEY: PERFECTLY WRITS FOR CLEAR SIGNALS FROM ABOVE

DON'T DO ANYTHING IMPORTANT YET

NEVER HAVE.

PERFECT BOSS: DIES OF NATURAL CAUSES ON A THURSDAY AFTERNOON

SHOULD WE DO SOMETHING?

THREE DAY WEEKEND!

YOU ALL KNOW OUR PRESIDENT, MISTER GOODENRICH. HE'S HERE TO ANSWER ANY QUESTIONS YOU HAVE.

WHY AREN'T THERE ANY WOMEN OR MINORITIES IN SENIOR MANAGEMENT POSITIONS?

WE THINK WOMEN ARE FOR MAKING BABIES. AS FOR MINORITIES, WE FEAR THEM.

HOW CAN YOU JUSTIFY YOUR TEN MILLION DOLLAR SALARY WHEN PROFITS ARE DOWN?

HA HA! THE BOARD OF DIRECTORS ARE FRIENDS OF MINE AND IT'S NOT THEIR MONEY THEY'RE SPENDING.

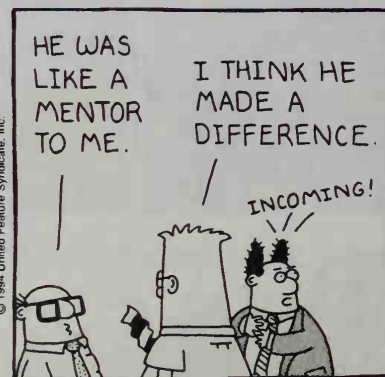
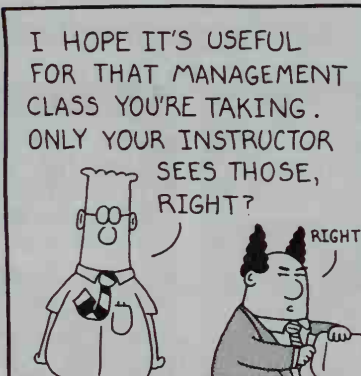
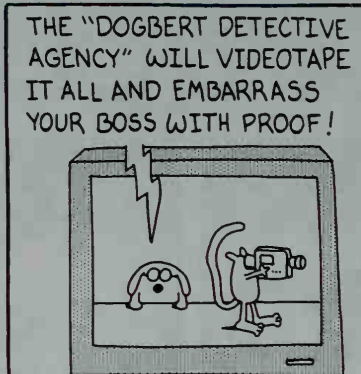
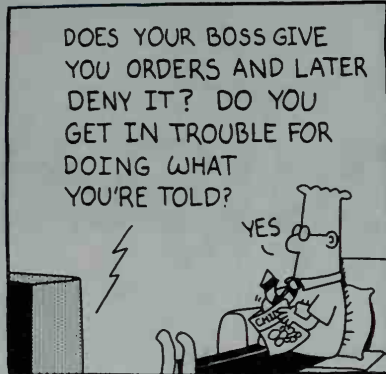
WHY DOES THE COMPANY KEEP TALKING ABOUT EMPLOYEE TRAINING WHILE AT THE SAME TIME SLASHING THE TRAINING BUDGET?

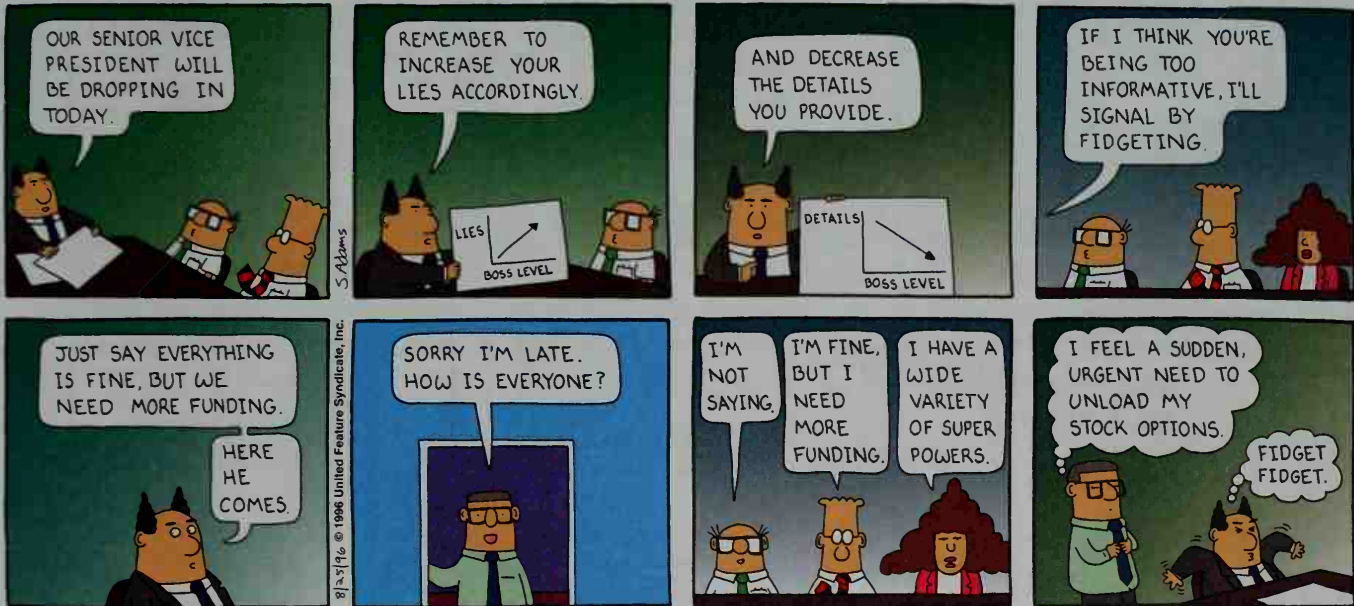
WE THINK YOU'RE TOO DUMB TO TRAIN. WE'LL HIRE PEOPLE FROM THE OUTSIDE IF WE NEED TALENT.

I MUST SAY, YOUR HONESTY IS KIND OF REFRESHING.

AND YOU'RE ALL FIRED FOR ASKING QUESTIONS

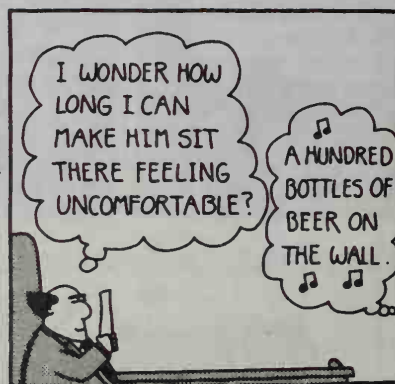
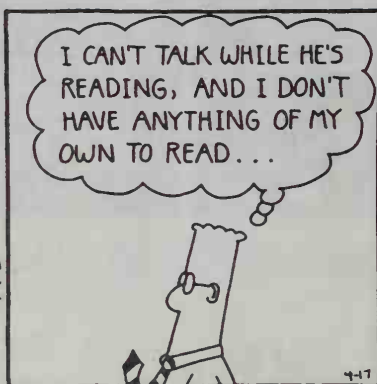
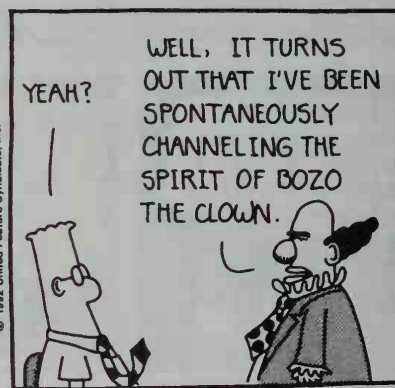
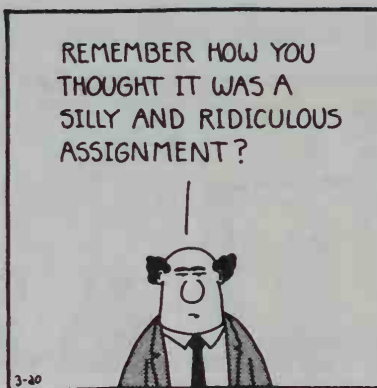
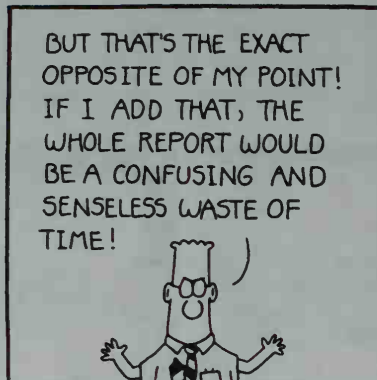
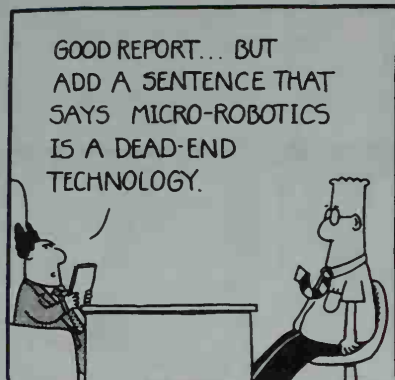
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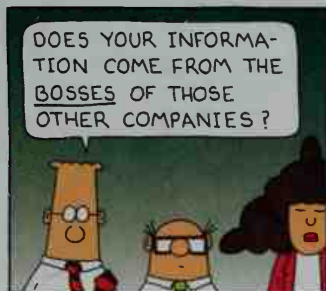
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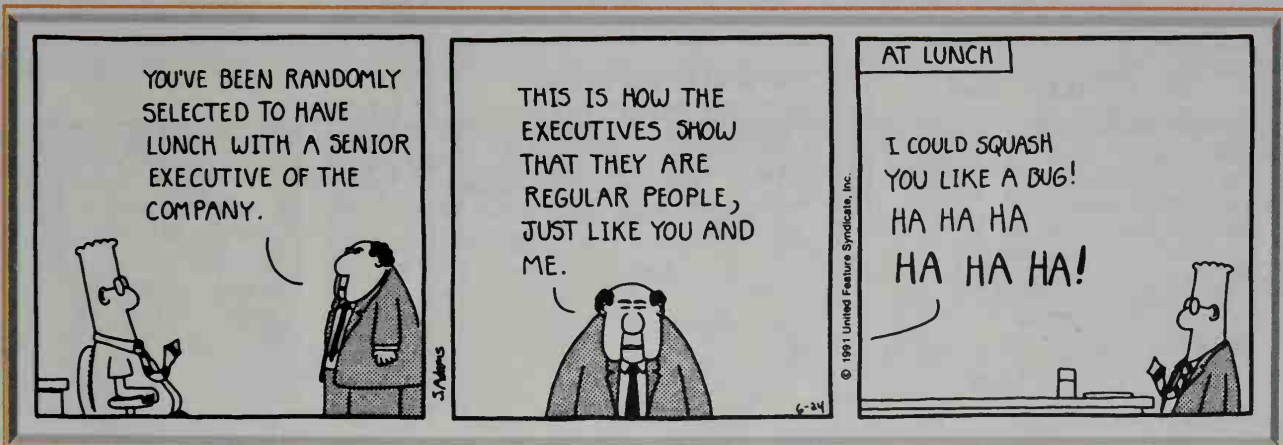
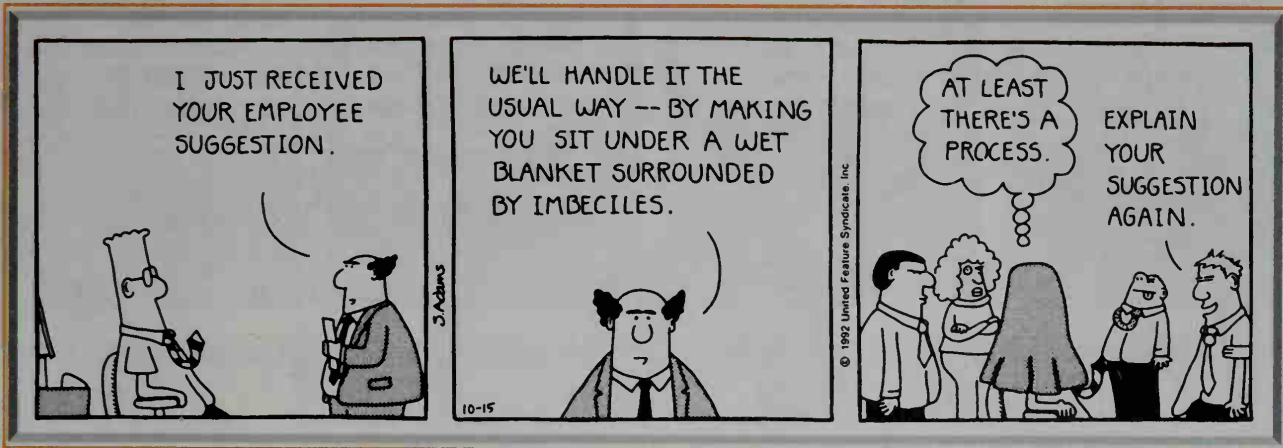
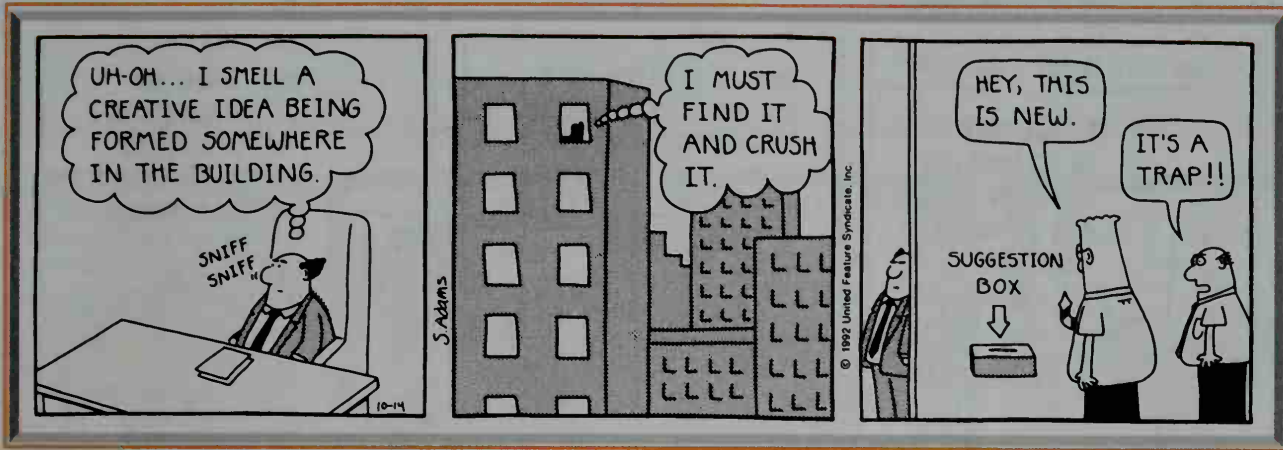






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LUNCH WITH A TOP EXECUTIVE

I HAVE THESE LUNCHES TO FIND OUT WHAT THE WORKERS ARE THINKING. YOU MAY SPEAK FREELY.



S. Adams

OKAY... IT SEEMS LIKE THE COMPANY IS LACKING LEADERSHIP AND DIRECTION. THE EXECUTIVES SQUELCH ALL INITIATIVE BY PUNISHING THOSE WHO TAKE RISKS AND VOICE OPINIONS.



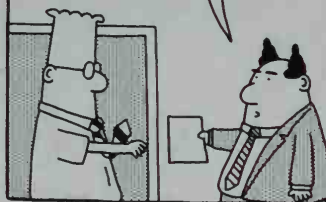
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YOU LEAVE ME LITTLE CHOICE BUT TO FLING THIS AU GRATIN POTATO AT YOUR FOREHEAD.



6-26

THIS IS URGENT. I NEED IT BY TOMORROW.



S. Adams

YOU'VE KNOWN ABOUT THIS FOR WEEKS. NOW I'LL HAVE TO WORK ALL NIGHT!



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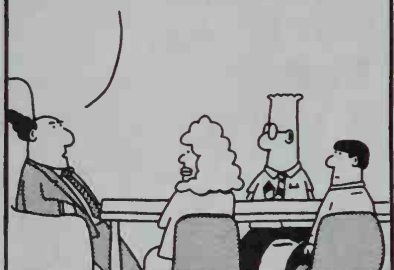
COULD YOU AT LEAST SAY SOMETHING THAT SOUNDS GRATEFUL?



I'M GLAD I'M ME!



I'VE GOT GOOD NEWS AND BAD NEWS.



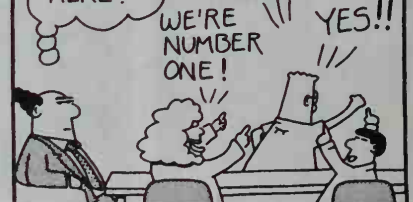
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THE BAD NEWS IS THAT HUGE COMPANIES LIKE US CAN'T COMPETE AGAINST SMALL, NIMBLE COMPANIES. THE GOOD NEWS IS THAT AT THIS RATE WE'LL BE THE SMALLEST COMPANY AROUND.



2-18

WHAT AM I DOING WRONG HERE?



WE'RE NUMBER ONE!

WE'RE NUMBER ONE!

YES!!

...BUT OUR PRIMARY VENDOR CAN'T DELIVER, SO...



I WONDER WHAT'S ON TV TONIGHT.



S. Adams

... SHOULD WE RISK A LAWSUIT OR BUILD A PRODUCT THAT NOBODY ON EARTH WANTS?



DID HE ASK ME TO MAKE A CHOICE?



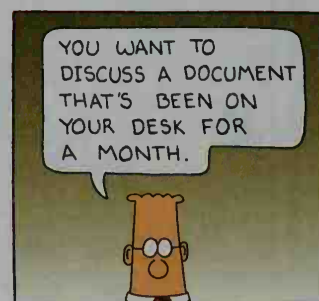
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WILL IT BE A REQUEST FOR INFORMATION OR AN IMPRACTICAL SOLUTION?

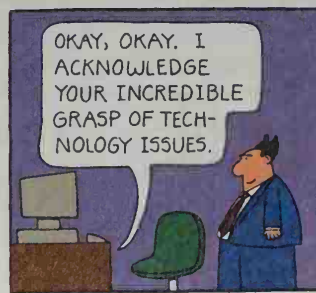
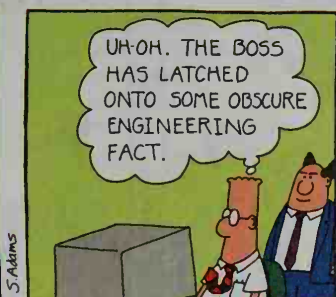


LET'S DO BOTH!





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DOGBERT EXPLAINS LEADERSHIP

LEADERS START THEIR CAREERS AS MORONS

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

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

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

LET'S DO IT MY WAY!

OKAY!

THESE QUALITIES ARE PERCEIVED AS LEADERSHIP.

YOU'RE PROMOTED!

AFTER SEVERAL PROMOTIONS THEIR JOB TENDS TO MATCH THEIR TALENTS

I AWARD YOU THIS AWARD

CONCLUSION: LEADERSHIP IS NATURE'S WAY OF REMOVING MORONS FROM THE PRODUCTIVE FLOW.

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DO YOU HAVE A MINUTE?

UH-OH, IT'S TOUCHY-FEELY STUFF.

WHAT'S GOING TO HAPPEN TO OUR DEPARTMENT? THE RUMORS ARE FLYING.

WHAT HAVE YOU HEARD?

RUMOR HAS IT THAT FLYING LIZARDS FROM THE PLANET ZORB WILL BUY THE COMPANY.

THEY PLAN TO TURN THE EMPLOYEES INTO GIANT CORN DOGS ON STICKS.

DON'T WORRY ABOUT RUMORS. IT'S BUSINESS AS USUAL FOR NOW.

GULP

I THINK I HANDLED THAT PRETTY WELL.

ARE YOU SURE THIS WILL IMPRESS THE ZORBIANS?

I HEAR THEY LIKE TEAM PLAYERS.

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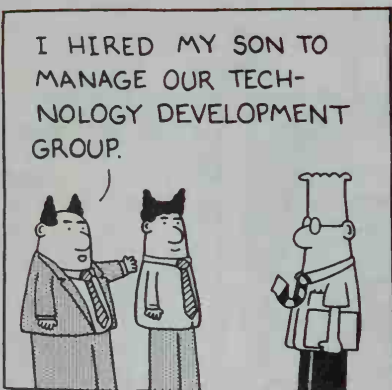
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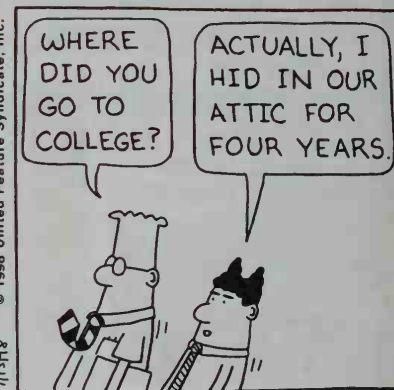
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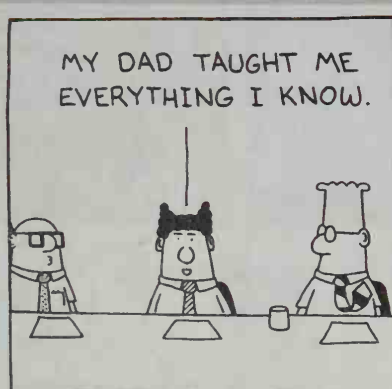
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SON-OF-A-BOSS

YOU HAVE TO MAKE OUR PRODUCT SO SIMPLE THAT MY MOM COULD USE IT.



S. Adams

IT'S ALREADY SO SIMPLE A HAMSTER COULD USE IT. HOW MUCH DUMBER IS YOUR MOM?



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MAYBE WE SHOULD LEAVE MY MOM OUT OF THIS.

MY MOM IS A PHYSICIST.



OUR NEW E-MAIL MONITORING SYSTEM SHOWS THAT YOU SENT A PERSONAL MESSAGE LAST WEEK.



S. Adams

COINCIDENTALLY, THE NEW ALICE MONITORING SYSTEM DETECTS TWENTY HOURS OF UNPAID OVERTIME.



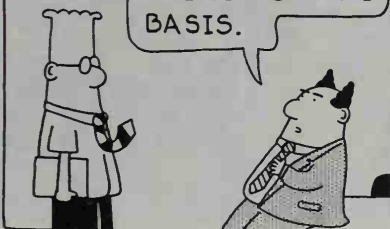
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ACCORDING TO THE MANUAL, PRODUCTIVITY WILL SOAR NOW.

BEEP... BEEP... BOOP... NOW DETECTING CLUELESSNESS IN THE VICINITY.

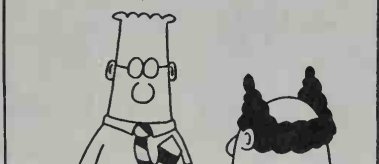


I SUGGEST THAT YOU DEAL WITH THE ISSUE ON A GOING FORWARD BASIS.



S. Adams

THANKS FOR RULING OUT TIME TRAVEL. YOU'RE USUALLY NOT THAT HELPFUL.



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ARE YOU SAYING HE UNDERSTANDS THE CONCEPT OF "TIME" NOW?

OR HE JUST GOT LUCKY ON THIS ONE.



ALICE, I'M SENDING YOU TO ELBONIA TO INSPECT OUR FACTORY.



S. Adams

FILL OUT A TRIP JUSTIFICATION FORM FOR MY APPROVAL.



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SO, I NEED YOUR APPROVAL TO DO WHAT YOU TOLD ME TO DO?

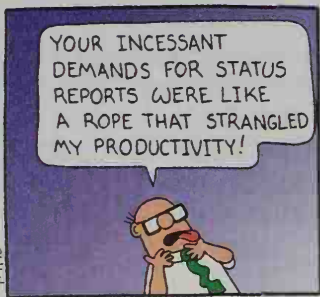
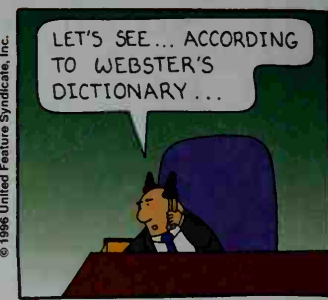
IT WILL NOT BE UNREASONABLY WITHHELD.

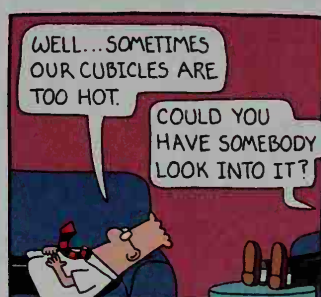
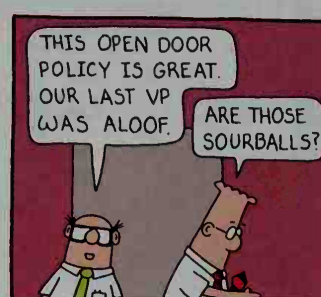
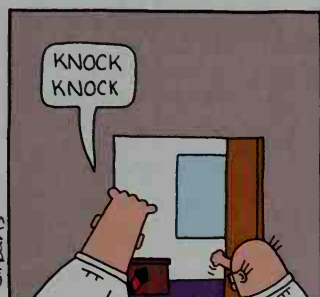




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BOSSSES





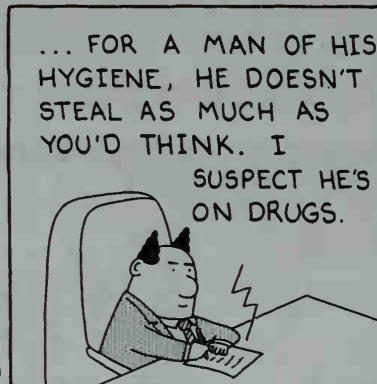
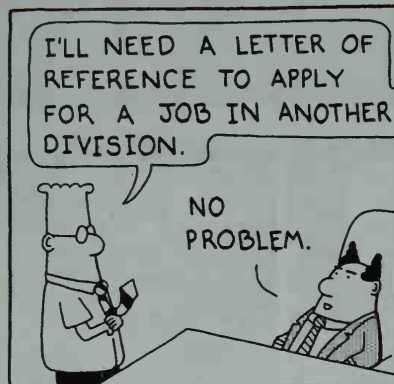
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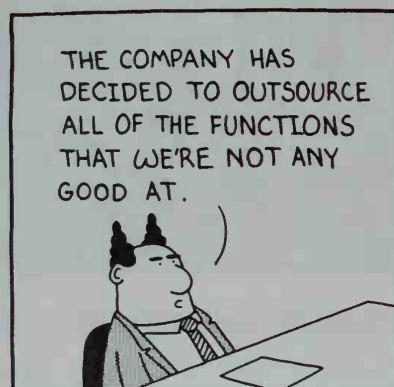
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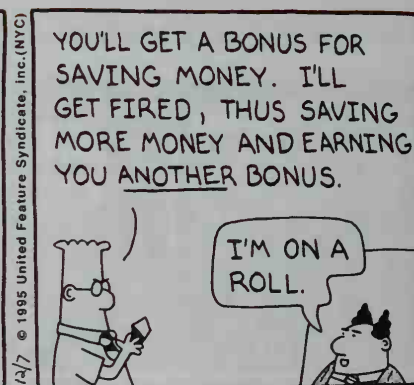
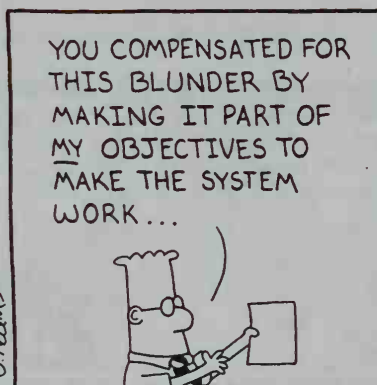
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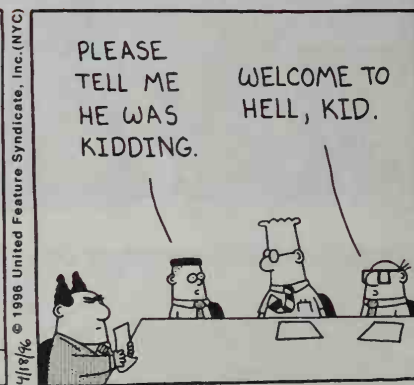
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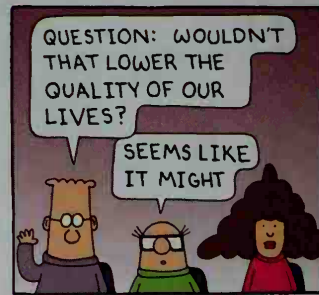


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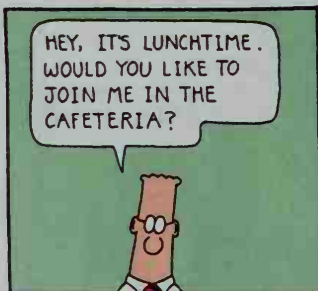




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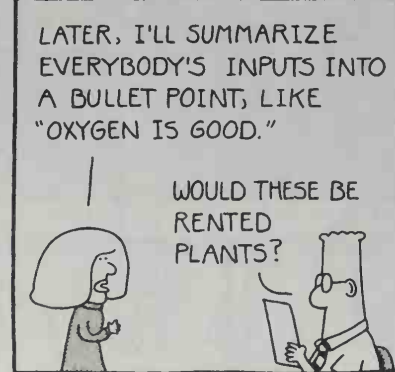
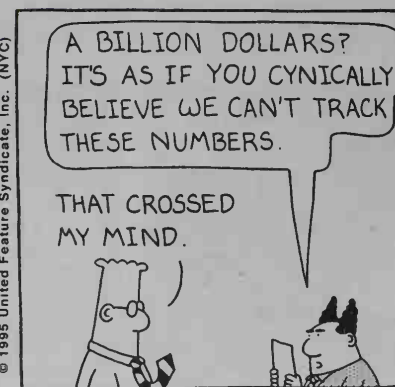
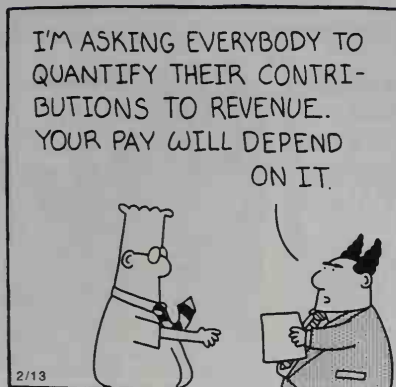
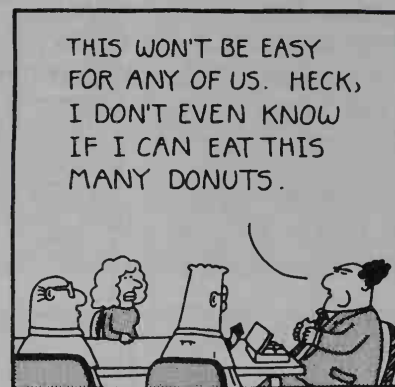
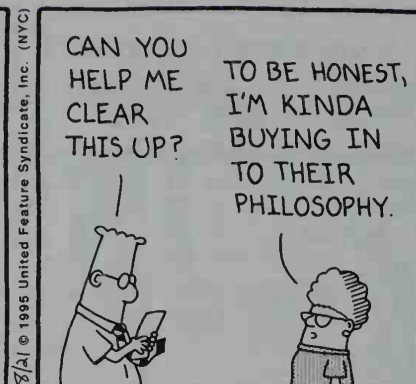
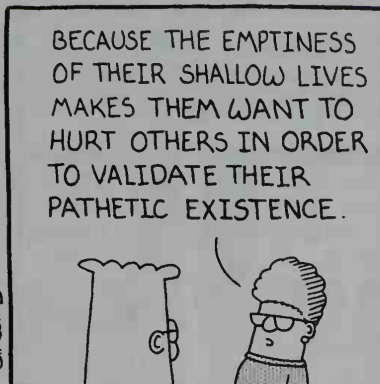


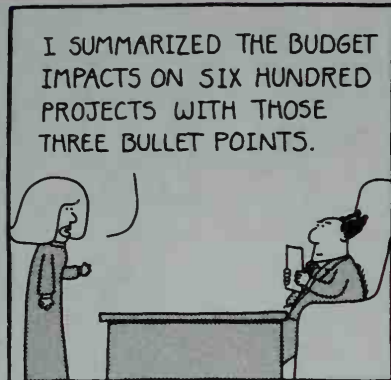
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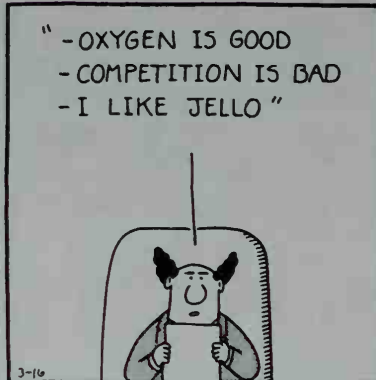
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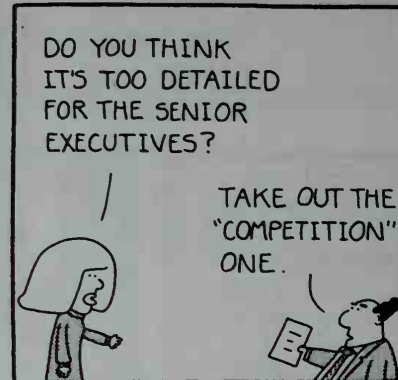




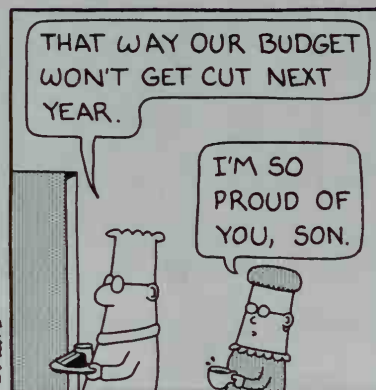
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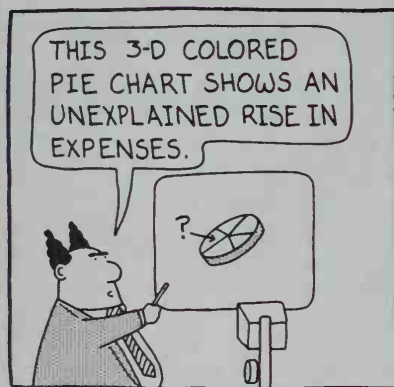
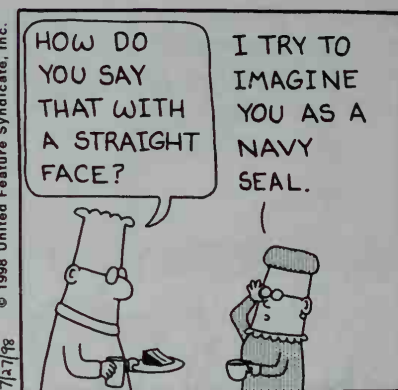
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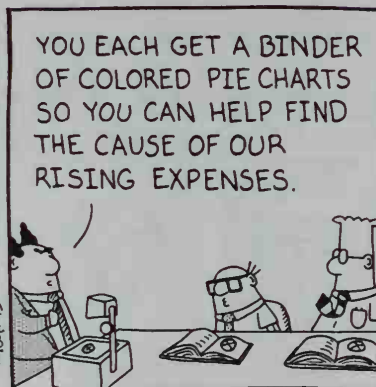
S. Adams



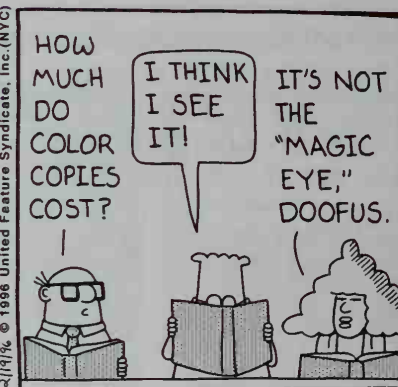
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S. Adams



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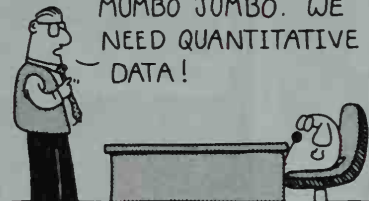
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DOGBERT IS A CREATIVITY CONSULTANT

WE DON'T NEED ANY OF YOUR "INTUITION" MUMBO JUMBO. WE NEED QUANTITATIVE DATA!



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THE ONLY WAY TO MAKE DECISIONS IS TO PULL NUMBERS OUT OF THE AIR, CALL THEM "ASSUMPTIONS," AND CALCULATE THE NET PRESENT VALUE.



OF COURSE, YOU HAVE TO USE THE RIGHT DISCOUNT RATE, OTHERWISE IT'S MEANINGLESS.

GO AWAY.



DILBERT, GO DOWN TO THE ACCOUNTING DEPARTMENT AND FIND OUT WHAT THESE FIGURES MEAN.

GULP



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NO... P-PLEASE... THEY AREN'T EVEN HUMAN THERE !!!



I DON'T LIKE HIM.

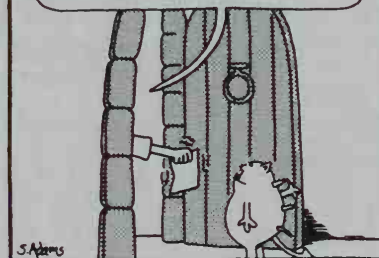
SURPRISE.



THIS MUST BE THE COMPANY ACCOUNTING DEPARTMENT.



I... I NEED TO ASK SOME QUESTIONS ABOUT THIS B-BUDGET REPORT.



IS THIS A BAD TIME FOR YOU?

ALWAYS.

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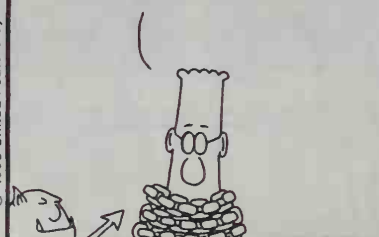


FOOL! WHY HAVE YOU COME TO THE ACCOUNTING DEPARTMENT?!!



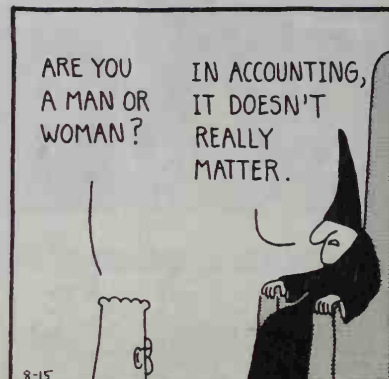
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UH... I HAD SOME QUESTIONS, SIR... MA'AM ... ER, SIR?



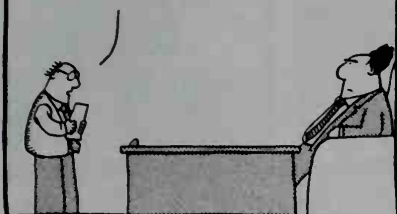
ARE YOU A MAN OR WOMAN?

IN ACCOUNTING, IT DOESN'T REALLY MATTER.





I FOUND A TYPO IN THE BUDGET SPREAD-SHEET... IT'S TOO LATE TO FIX IT.



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WE TRANSFERRED ONE JOB TO ANOTHER GROUP BUT ACCIDENTALLY KEPT THE MONEY AND HEAD-COUNT.

2-17



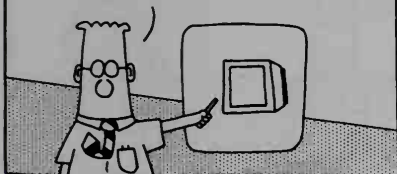
... SO, WE STILL PAY YOU BUT YOU AREN'T ALLOWED TO DO WORK.

THIS IS THE HAPPIEST DAY OF MY LIFE.



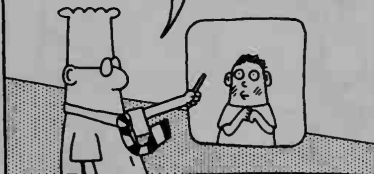
PROJECT STATUS

DUE TO BUDGET CUTS, OUR NEW PRODUCT WILL HAVE NO USER INTERFACE.



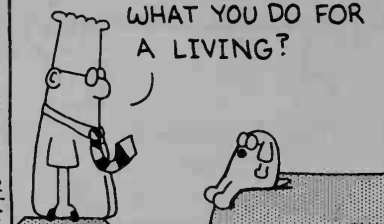
S. Adams

OUR TARGET MARKET IS PEOPLE WHO ARE TOO SHY TO RETURN PRODUCTS.

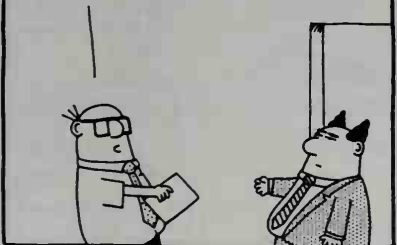


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IS IT A BAD SIGN IF YOU SPEND THE DAY WONDERING WHY THERE ARE NO LAWS AGAINST WHAT YOU DO FOR A LIVING?



HERE ARE MY BUDGET ESTIMATES FOR THE YEAR.



S. Adams

THANKS TO MANAGEMENT BUNGLING AND INDECISION, I PLAN TO USE NO CAPITAL FOR SEVERAL MONTHS FOLLOWED BY A RECKLESS YEAR-END ORGY OF ACQUISITION.



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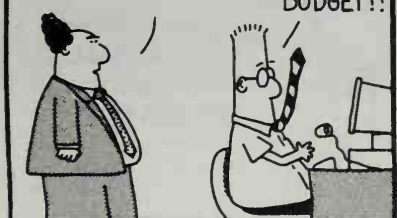
IS THAT WHAT YOU WERE LOOKING FOR?

TELL ME AGAIN WHAT "CAPITAL" IS.



DILBERT, I WANT YOU TO HELP SUSAN PUT THE DEPARTMENT BUDGET TOGETHER.

BUDGET?!



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NO, PLEASE! I'LL BE BRANDED FOR LIFE. THE OTHER ENGINEERS WILL SPIT ON ME.



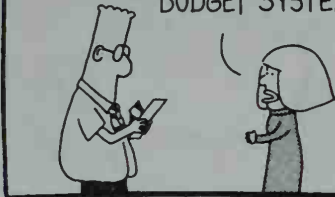
DARN, HIS GUARD IS UP.

I'LL HAVE TO WEAR A RAINCOAT TO WORK!



DILBERT IS ASSIGNED TO PREPARE THE BUDGET.

YOU'LL HAVE TO LEARN OUR BUDGET SYSTEM.



IT WAS DEVELOPED 400 YEARS AGO BY A CRAZED MONK WHO SEALED HIMSELF IN A WINE CASK.



UNFORTUNATELY, WE STILL HAVE HIM.

HEY, I'VE GOT ANOTHER IDEA.



THE OTHER ENGINEERS SHUN ME BECAUSE I'M ASSIGNED TO WORK ON THE BUDGET.

SHUN



THEY KNOW I COULD POUNCE ANY MOMENT AND ASK INANE HYPOTHETICAL BUDGET QUESTIONS.

SHUN



WHAT IF YOU ONLY HAD HALF AS MUCH ELECTRICITY NEXT YEAR?

TOO LATE. I SHUNNED YOU.



HEY, "DIL-BUTT," I HEAR THEY GOT YOU DOING BUDGET WORK NOW.

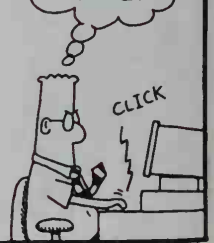


HA HA! IT MUST BE REALLY EXCITING WORK. I MEAN, GOSH, MAKING ALL THOSE NUMBERS ADD UP.



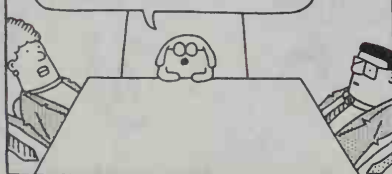
HA HA! I'M GLAD I HAVE A REAL JOB!

NOT ANY-MORE.



DOGBERT THE C.E.O.

I'VE DECIDED TO MANIPULATE OUR STOCK PRICE FOR PERSONAL GAIN.

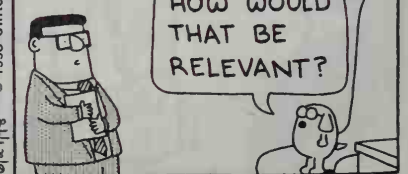


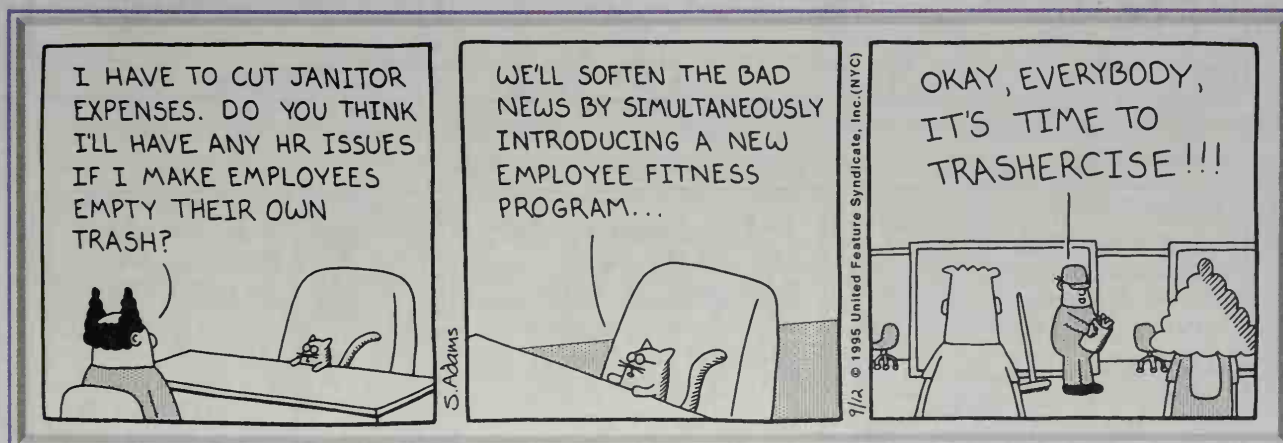
I'LL SPIN OFF A FEW DIVISIONS, BUY BACK SOME OF OUR STOCK AND ANNOUNCE MASSIVE BUDGET CUTS.

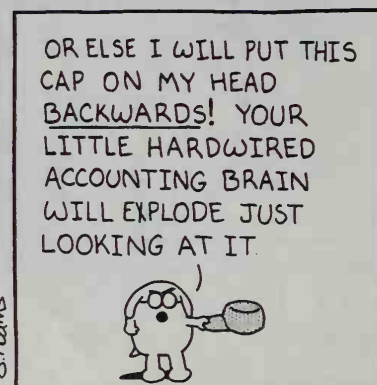
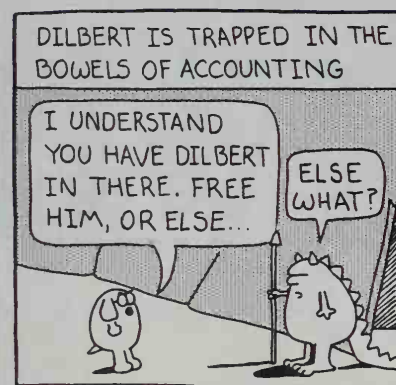
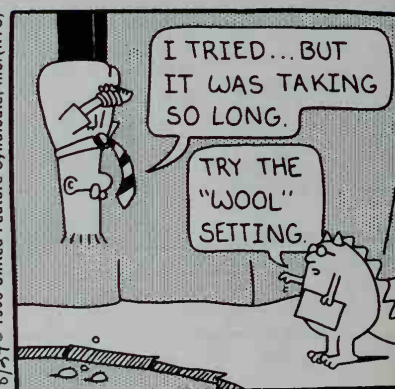
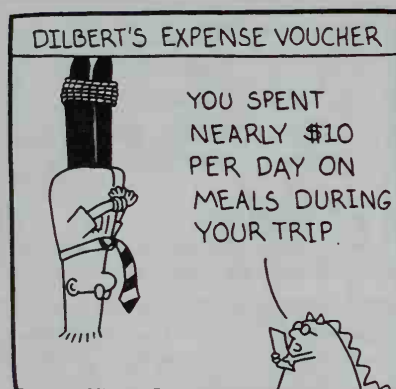
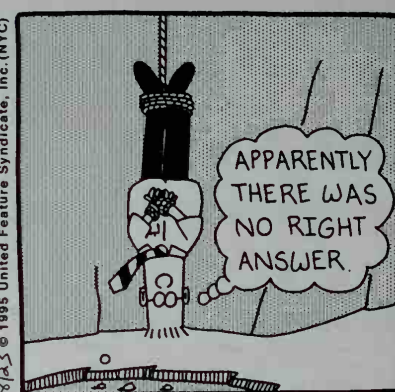
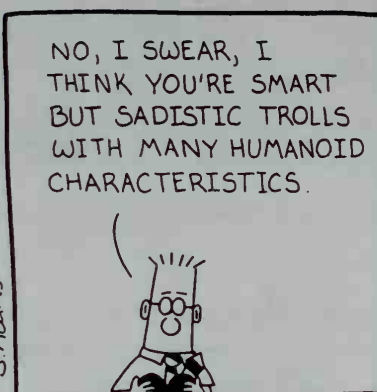
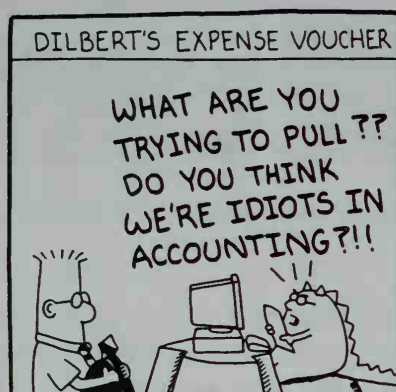


UM...DO YOU EVEN KNOW WHAT PRODUCTS WE MAKE?

HOW WOULD THAT BE RELEVANT?

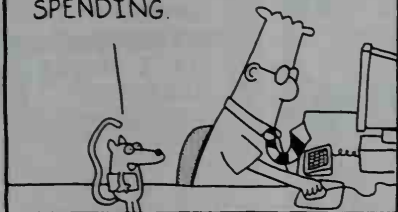






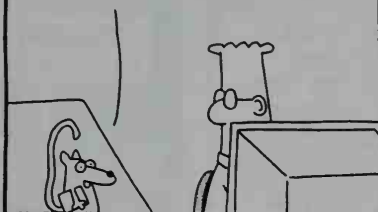


I'VE BEEN HIRED
BY THE FINANCE
DEPARTMENT TO
HELP CUT
SPENDING.



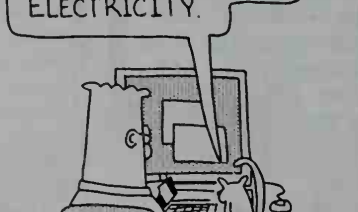
S. Adams

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



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



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



S. Adams

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



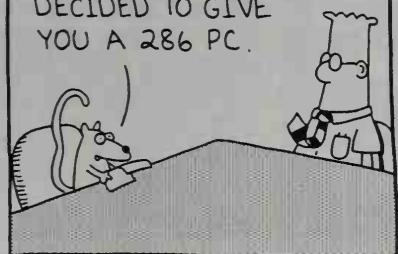
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AND THAT
WOULD BE...?



I FORGET.

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



S. Adams

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

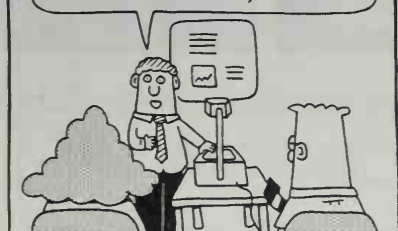


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BESIDES, HOW
MANY TIMES
ARE YOU GOING
TO DO 3D-
RENDERING
IN YOUR
CAREER?

ONCE,
IF I
HURRY.

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



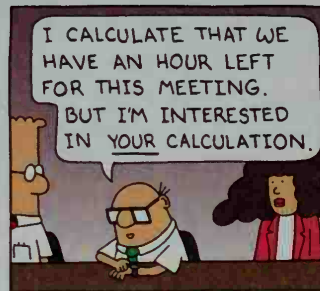
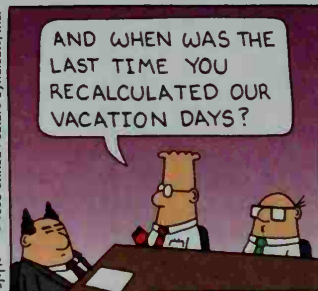
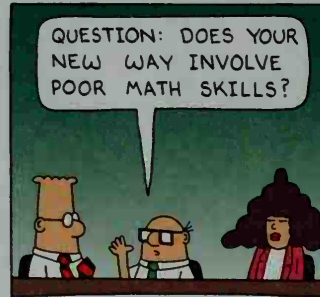
S. Adams

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



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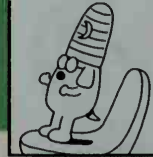
TOUGH
ROOM



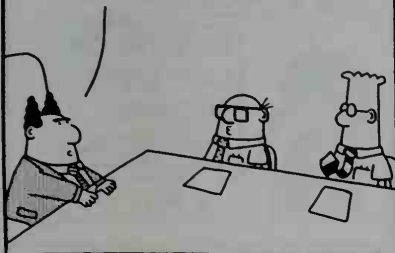
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WE NEED TO BOOST OUR RETURN-ON-ASSETS RATIO.



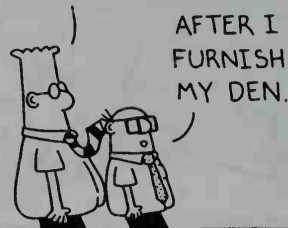
S. Adams

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



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WHEN ARE YOU PLANNING TO TELL HIM YOU WERE JOKING?



AFTER I FURNISH MY DEN.

YOU SHOULD ALL FOLLOW WALLY'S EXAMPLE OF HOW HE QUANTIFIES HIS CONTRIBUTION TO REVENUE.



S. Adams

BASICALLY, I ASSUMED MY PROJECT WOULD FAIL WITHOUT ME. THEREFORE ALL THE REVENUE IT GENERATES CAN BE ATTRIBUTED TO ME.



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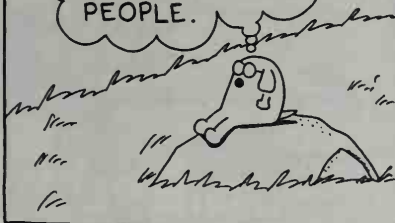
AREN'T WE ALL ON THE SAME PROJECT?



YES, BUT EVIDENTLY WE'RE NOT ALL EQUALLY VALUABLE.

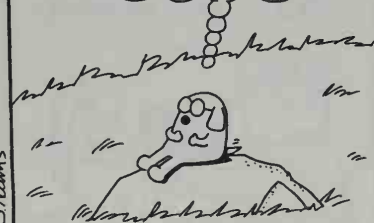


I LIKE TO CON PEOPLE. AND I LIKE TO INSULT PEOPLE.



S. Adams

IF YOU COMBINE CON AND INSULT, YOU GET "CONSULT."



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I'M HERE TO CONSULT YOU.



IT SOUNDS EXPENSIVE AND DEMEANING. ... OKAY.



I HIRED THE "DOGBERT CONSULTING COMPANY" TO LEAD THE PROJECT BECAUSE NONE OF YOU IS BRIGHT ENOUGH.



S. Adams

AND YOU ALL HAVE BAD ATTITUDES FOR NO APPARENT REASON; THAT'S NO WAY TO BE A LEADER.



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SHALL WE GO AROUND THE TABLE AND INTRODUCE OURSELVES?

I DON'T GET CHUMMY WITH THE LOCALS.





DILBERT Gives You the Business

I'VE ASKED DOGBERT TO HELP US GET RID OF OUR MOST TROUBLESOME CUSTOMERS.



TEN PERCENT OF YOUR CUSTOMERS ACCOUNT FOR NINETY PERCENT OF YOUR SERVICE COSTS. THEY MUST BE ELIMINATED.

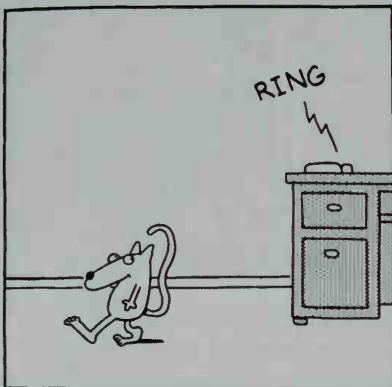


IS THAT THE SAME GROUP OF CUSTOMERS WHO ACTUALLY USE OUR PRODUCT?



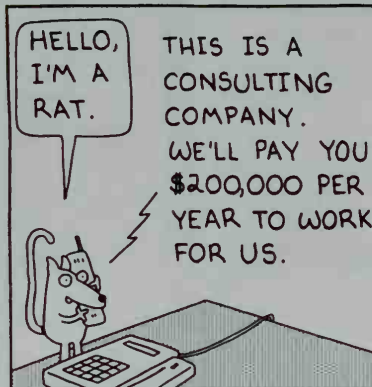
PLUS THE ONES WHO WERE INJURED UNPACKING IT.

RING



HELLO, I'M A RAT.

THIS IS A CONSULTING COMPANY. WE'LL PAY YOU \$200,000 PER YEAR TO WORK FOR US.



I'M MORE INTERESTED IN INVESTMENT BANKING.

*\$!% JOB MARKET.



COME WORK FOR OUR CONSULTING FIRM AND YOU WILL GET THIS BUSHEL OF MONEY.



ALL WE WANT IN RETURN IS TWENTY HOURS OF WORK EACH DAY...



...WITH CLIENTS WHO HATE YOU FOR A VARIETY OF GOOD REASONS.

AT LEAST THERE'S NO TRAVEL, RIGHT?



RATBERT THE CONSULTANT

AS OUR NEWEST PARTNER, YOU'LL GET THE LEAST DESIRABLE ASSIGNMENTS.



WE'LL LOAD YOU IN THE CONSULTANT CANNON, SHOOT YOU TO THE CLIENT'S SITE AND MONITOR YOUR PROGRESS.



THE WINDOW IS MORE TO THE LEFT.

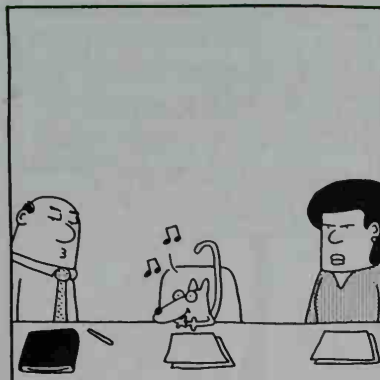
THE CLIENT IS MORE TO THE RIGHT.





RATBERT THE CONSULTANT

I'M MAKING
\$200,000 PER
YEAR!

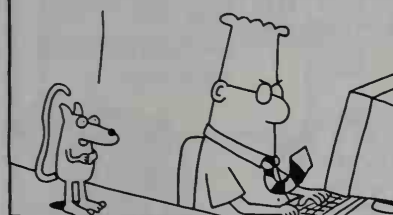


APPARENTLY
THAT'S ALL
I KNOW.



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THANKS TO MY
CONSULTING JOB,
I'M WEALTHIER
THAN YOU.



AND I'M CUTER,
OBVIOUSLY. THE
ONLY THING LEFT
IS PERSONALITY.



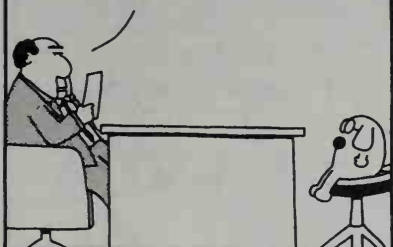
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SHOULDN'T YOU BE
SPREADING DISEASE
SOMEWHERE?

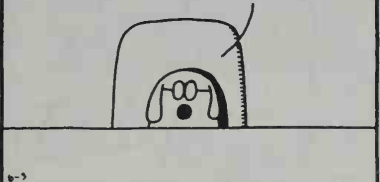
THREE
FOR THREE!
YES!!



WHY SHOULD I HIRE
YOU AS MY BUSINESS
CONSULTANT?

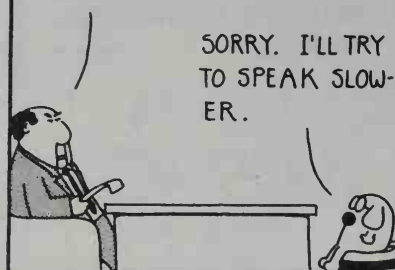


I HAVE CREDIBILITY
BECAUSE I DON'T WORK
FOR YOUR COMPANY.
NO SMART PERSON WOULD
WORK HERE FULL-TIME.



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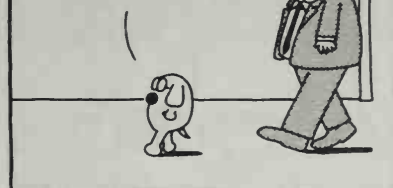
I WORK HERE
FULL-TIME.



SORRY. I'LL TRY
TO SPEAK SLOW-
ER.

MY FEE FOR
BUSINESS CON-
SULTING IS
\$200 AN HOUR.

FAIR
ENOUGH.



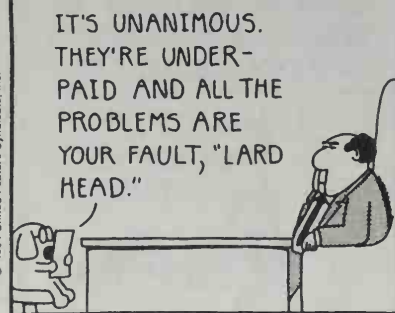
I'LL SPEND THE DAY
QUESTIONING YOUR
EMPLOYEES TO IDENT-
IFY PROBLEM AREAS.



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LATER

IT'S UNANIMOUS.
THEY'RE UNDER-
PAID AND ALL THE
PROBLEMS ARE
YOUR FAULT, "LARD
HEAD."





DILBERT Gives You the Business

DOGBERT CONSULTS

MY RECOMMENDATIONS ARE BASED ON AN ANALYSIS OF ACCOUNTABILITY.

OOH.

AS A CONSULTANT, I'M NOT ACCOUNTABLE TO YOUR STOCKHOLDERS. SO I CAN RECOMMEND ANYTHING THAT AMUSES ME.

I RECOMMEND THAT YOU CONVERT ALL OF YOUR U.S. DOLLARS TO ELBONIAN CURRENCY... WHATEVER THAT IS.

THE EYE-CRUD.

DOGBERT THE CONSULTANT

FROM NOW ON, REFER TO YOUR EMPLOYEES AS "KNOWLEDGE ASSETS."

THAT WILL SEND AN UNMISTAKABLE MESSAGE.

HE CALLS US "KNOWLEDGE ASSETS" NOW. HE MUST THINK WE'RE COMPLETE MORONS.

IT'S AN UNMISTAKABLE MESSAGE.

DOGBERT THE CONSULTANT

YOUR BEST BET IS TO RELOCATE THE COMPANY TO RUSSIA.

YOU CAN HIRE ENGINEERS FOR TWO CENTS A YEAR!

IS IT DIFFICULT TO WEED OUT THE DUMB ONES?

NO. AND THAT LEADS ME INTO THE GOOD NEWS ABOUT THEIR OCCUPATIONAL SAFETY LAWS.

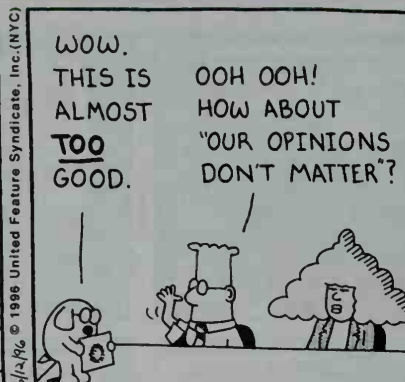
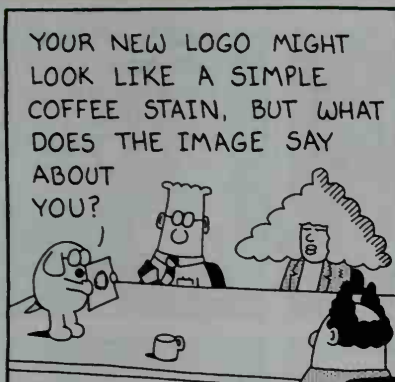
IT'S LIKE HEAVEN!

THE DOGBERT CONSULTING COMPANY WILL HELP US DESIGN A NEW COMPANY LOGO.

GLUG GLUG GLUG

WHEN WILL YOU START?

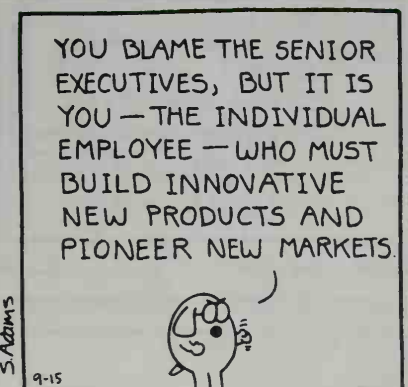
I JUST FINISHED. I CALL IT THE BROWN RING OF QUALITY.



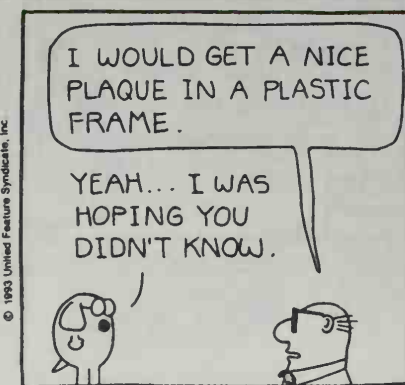
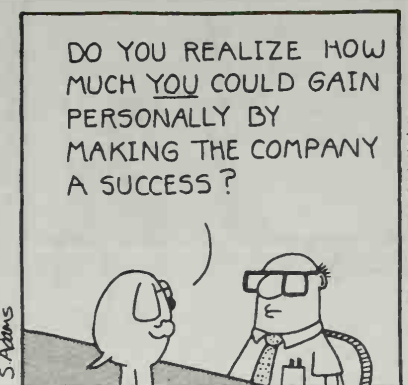
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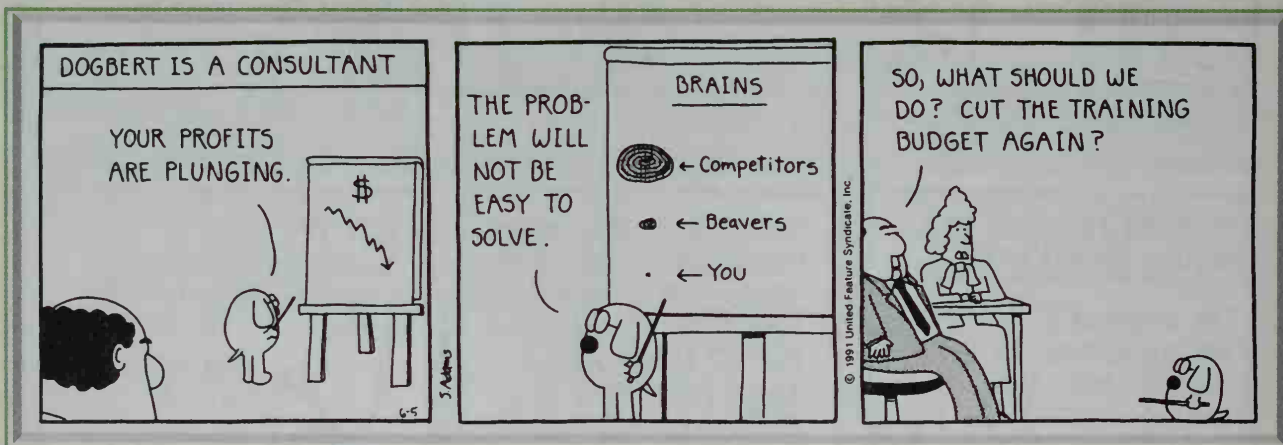
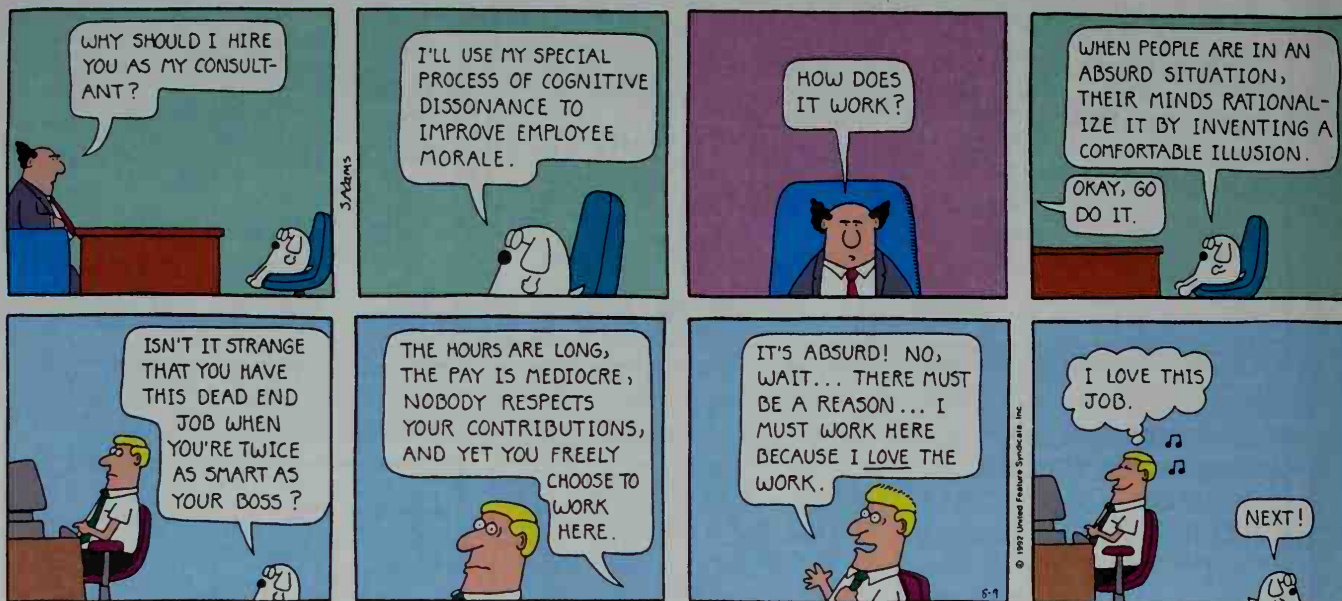
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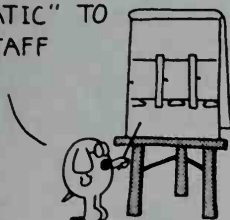


DILBERT Gives You the Business



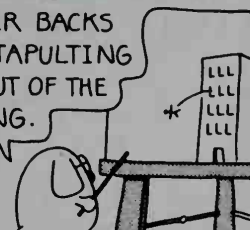


AS YOUR CONSULTANT,
I RECOMMEND THE
"CAN-O-MATIC" TO
REDUCE STAFF
LEVELS.



S. Adams

DISGUISED AS A RESTROOM
STALL, THE CAN-O-MATIC
RANDOMLY FIRES PEOPLE
BY SLAPPING A PINK SLIP
ON THEIR BACKS AND CATAPULTING
THEM OUT OF THE
BUILDING.



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BUT I WON'T GET
TO SEE THE EXPRESSIONS
ON THEIR FACES.



WELL, WE COULD
FLING THEM PAST
THE SECURITY
CAMERAS HERE...



WE'VE GOT TO
FOCUS MORE ON
THE NEEDS OF
OUR CUSTOMERS.



S. Adams

I'VE HIRED FAMOUS
BUSINESS CONSULTANT
TOM PETERS TO FOLLOW
YOU AROUND AND MAKE
PASSIONATE CRITICISM.



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IS THIS QUALITY?
ARE YOU TRULY
FOCUSED ON THE
CUSTOMER?

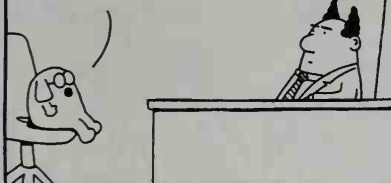


GREAT...
HE'S A
SPITTER.

10-25

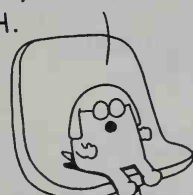
DOGBERT THE CONSULTANT

I CAN GIVE YOU
EXCELLENT ADVICE
FOR \$50,000
PER MONTH...



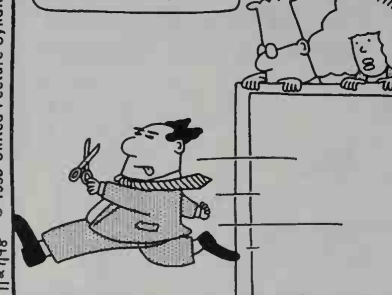
S. Adams

IF BUDGET IS A
PROBLEM, I ALSO
OFFER BAD ADVICE
FOR THE LOW PRICE
OF \$45,000 PER
MONTH.



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THAT'S NOT A
GOOD SIGN.



I SAVED A LOT OF
MONEY BY HIRING
A LOW-PRICED
CONSULTANT.



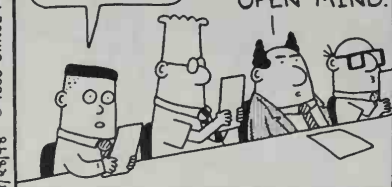
S. Adams

THESE AREN'T THE BEST
RECOMMENDATIONS
IN THE WORLD, BUT
THE PRICE WAS VERY
REASONABLE.



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I DON'T LIKE THIS
ONE ABOUT ROLLING
AROUND ON UNWASHED
HAMBURGER
PATTIES.



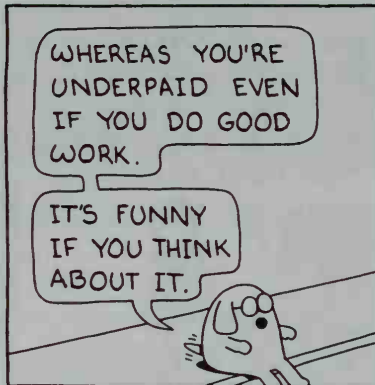
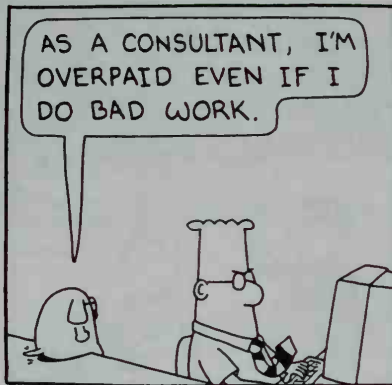
KEEP AN
OPEN MIND.



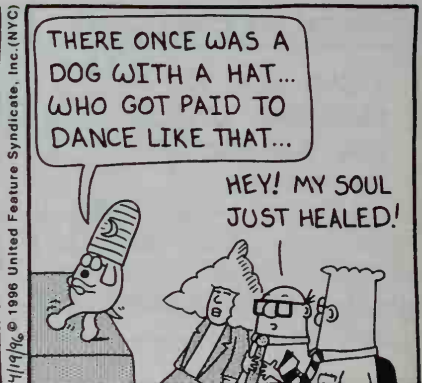
DILBERT Gives You the Business



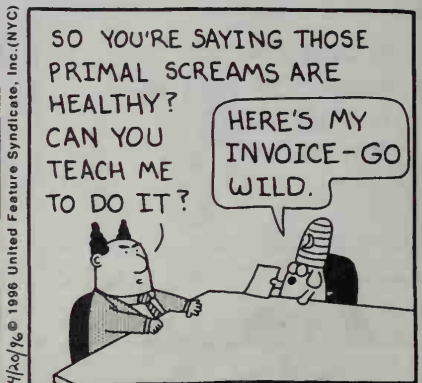
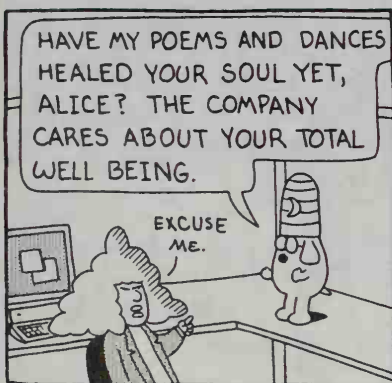
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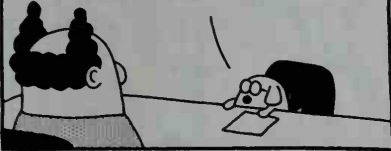


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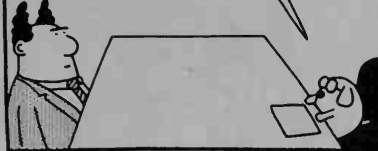
DOGBERT THE CONSULTANT

I RECOMMEND THAT YOU REORGANIZE TO STRENGTHEN THE CORE COMPETENCY OF YOUR COMPANY.



S. Adams

AS LUCK WOULD HAVE IT, YOUR CORE COMPETENCY IS "GIVING MONEY TO CONSULTANTS."



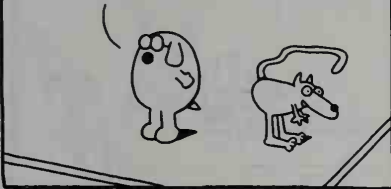
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I DON'T THINK THAT'S THE ONLY THING WE'RE GOOD AT.

IT DEPENDS ON IF YOU COUNT "WHINING."



MY CONSULTING PARTNER, RATBERT, WILL DEMONSTRATE HOW TO INFORM EMPLOYEES THAT THEIR JOBS WILL BE OUTSOURCED.



S. Adams

YOU'RE HISTORY. SCRAM.



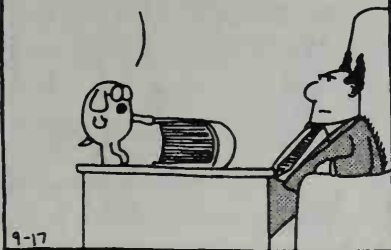
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HOW DO I GET THEM ALL STOOPED OVER?

I RECOMMEND A PROGRAM OF VERY BAD ERGONOMICS.



HERE'S MY CONSULTING REPORT ON YOUR COMPANY.



9-17

S. Adams

I HAD NO INSIGHTS SO I BULKED IT UP BY ADDING WITTY ANALOGIES.



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"HIS HEAD WAS LIKE A HOLLOW PUTTY BALL ATTACKED BY TWO POINTY DUST BUNNIES."

VIVID, ISN'T IT?



AS YOUR CONSULTANT I'LL BE ABLE TO UNLEASH RIGHT-BRAIN POTENTIAL IN YOUR EMPLOYEES.



S. Adams © 1993 United Feature Syndicate, Inc.

THEY'LL LEARN TO FIND CREATIVE ANSWERS, NOT JUST RELY ON LEFT-BRAIN QUANTITATIVE ANALYSIS.



WHICH PART OF THE BRAIN DO WE USE FOR MEETINGS?

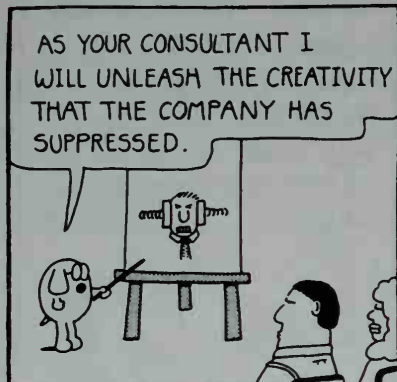
THAT WOULD BE THE STEM.



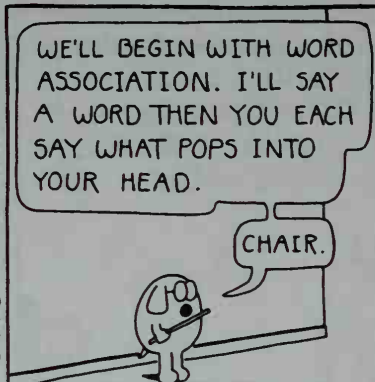
2-8



DILBERT Gives You the Business



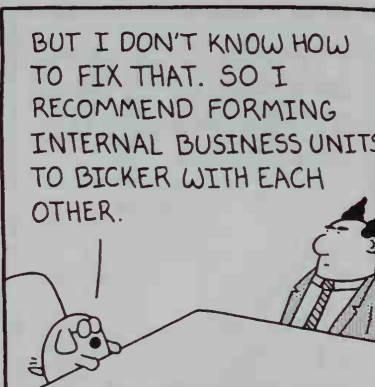
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S. Adams



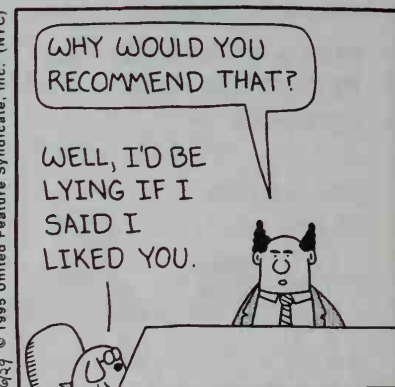
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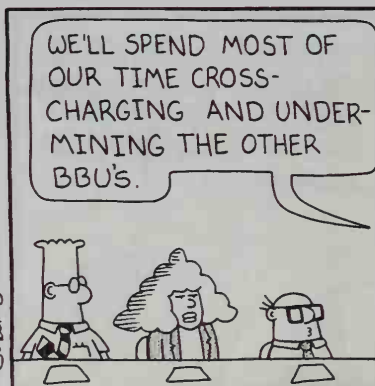
S. Adams



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S. Adams



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DOGBERT THE CONSULTANT

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



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



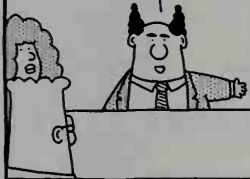
WHAT EXACTLY DID YOU
MEAN WHEN YOU SAID
IT WOULD "GUARANTEE
FUTURE BUSINESS"?

OH LOOK - MY
CONTRACT
JUST EXPIRED.



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



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



WHAT WOULD
BE A REALISTIC
GOAL FOR US?

I THINK I CAN
POSTPONE
CANNIBALISM.



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DYSFUNCTIONAL TEAM...

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



I ADMIRE
YOUR
LEATHERY
SKIN,
ALICE.



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



I ADMIRE
YOUR
ABILITY
TO GET
PAID FOR
THIS.



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

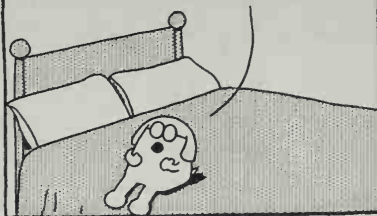


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I'M GOING TO TRY
MY PAW AT
BEING A CAREER
COUNSELOR.

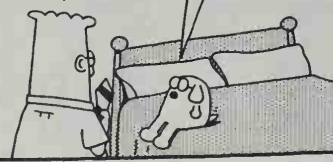


INSECURE PEOPLE WILL
SEEK MY ADVICE AND
I'LL TELL THEM TO BE
MORE SELF-RELIANT.

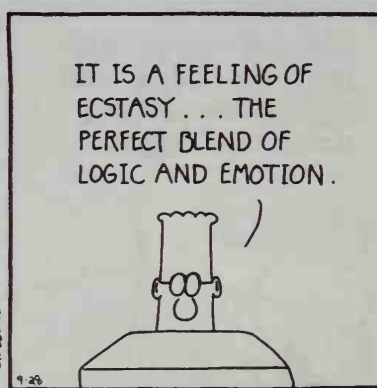
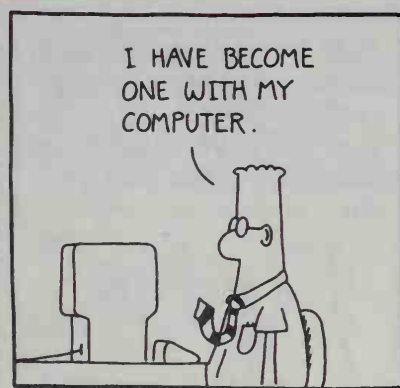
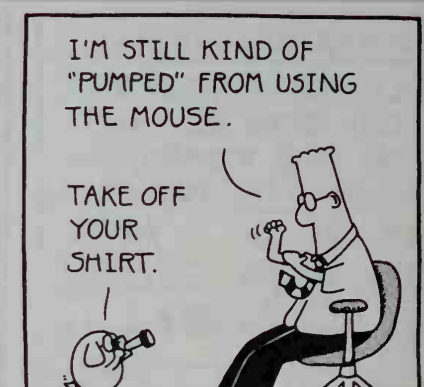
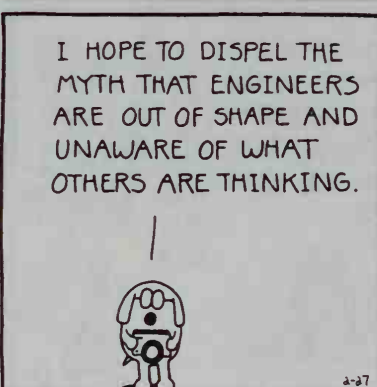
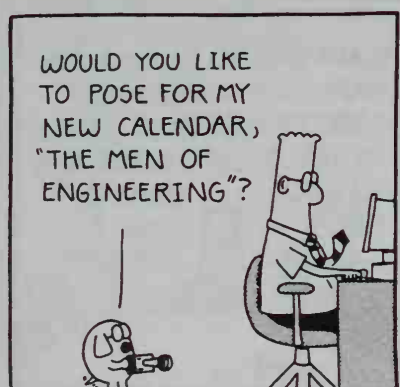
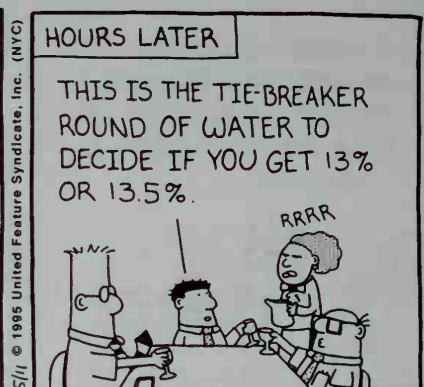
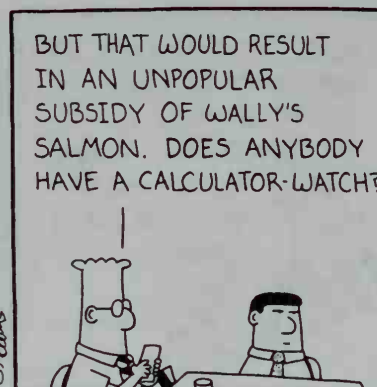
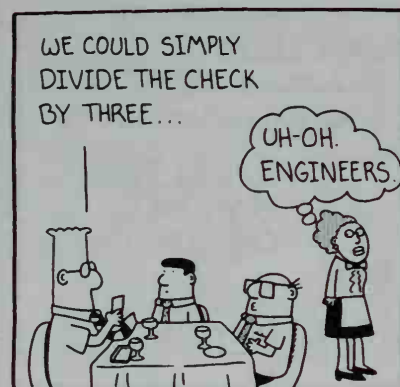
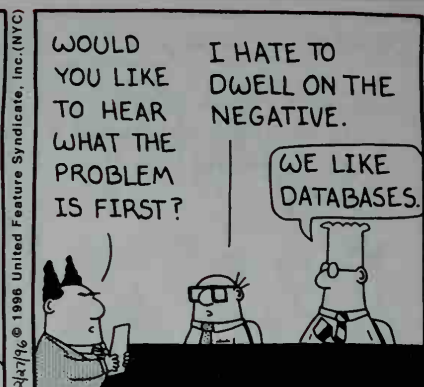
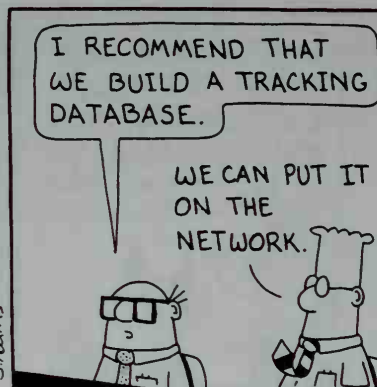


THAT
SOUNDS
LAZY
AND
UNHELP-
FUL.

WOULD YOU WANT
CAREER ADVICE
FROM SOMEBODY
WHO HAS TO
WORK HARD?



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LET'S SEE... I'VE GOT MY CELLULAR PHONE, MY PAGER, PALM COMPUTER, PERSONAL ORGANIZER, WIRELESS MODEM...



YEAH, I'D SAY I'M PRETTY MUCH THE ENVY OF ENGINEERS EVERYWHERE... LOOKING GOOD... LOOKING GOOD...



WORDS ESCAPE ME...

HERE, I'LL FIRE UP THE OLD THESAURUS.



WALLY, I NOTICE THAT ALL YOU HAVE IS A PAGER AND A CALCULATOR WATCH.



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



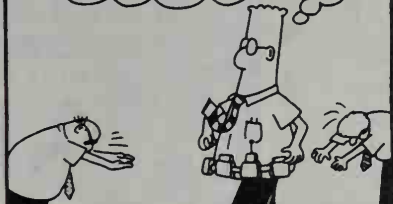
WHEN A MALE ENGINEER CHALLENGES ANOTHER FOR DOMINANCE OF THE PACK, THERE IS A BRIEF RITUALISTIC BATTLE RARELY SEEN BY OUTSIDERS.

STAY BACK, I'VE GOT A COMPASS!!

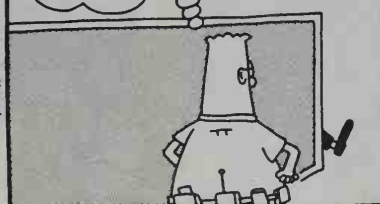
WIRELESS FAX!

AAGH!

MY VAST ARRAY OF PERSONAL TECHNOLOGY MAKES ME DOMINANT OVER THE LESS-EQUIPPED ENGINEERS.



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



TECHNO-BILL !!

LOOKS LIKE SOMEBODY JUST HAD A FAX.



PLEASE DON'T HURT ME, TECHNO-BILL!

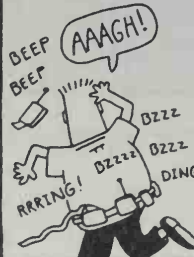
MAKE YOUR MOVE.



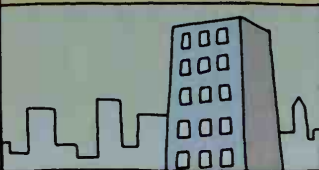
MY ONLY CHANCE IS TO USE MY CELLULAR PHONE AND MODEM TO DIAL INTO HIS CONTROL MODULE AND SET OFF ALL HIS SYSTEMS.



FOOL! I HAVE AUTODIALING.



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



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



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



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



THERE WERE FEW FEMALES IN THE GROUP. THE LESS DOMINANT MALES HAD NO CHANCE OF MATING.



UNLIKE OTHER SPECIES THEY HAD NO INSTINCT FOR GROOMING.



MY TIME WAS UP. BUT I WILL MISS THEM, THOSE ...



ENGINEERS IN THE MIST

HOW LONG ARE YOU SUPPOSED TO MICROWAVE POPCORN?



DILBERT, I WANT YOU TO INTERVIEW THE JOB APPLICANT WHO'S COMING IN TODAY.



SEE IF HE'S GOT WHAT IT TAKES TO BE AN ENGINEER.



HI, KARL. WE'LL START WITH THE STANDARD ENGINEERING TEST.



I HAVE THIRTY-FIVE PENS AND PENCILS HERE. HOW MANY ARE REALLY NEEDED TO PERFORM YOUR JOB?



CORRECT... NOW, WHAT IS THE PROPER WAY TO CARRY THEM WITH YOU?



RIGHT AGAIN. LAST QUESTION: WHAT IS THE ADVANTAGE OF WEARING NATURAL FABRICS?

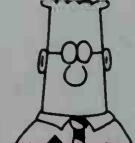


UH-OH... PANIC SITUATION.



THAT'S OKAY. I WAS TESTING YOUR HAIR. YOU'RE AN ENGINEER.





MY PROPOSED WORK PLAN FOR THE YEAR IS TO STRESS-TEST OUR PRODUCT UNDER SEVERE NETWORK CONDITIONS.



S. Adams

I WILL ACCOMPLISH THIS BY DOWNLOADING LARGE IMAGE FILES FROM THE BUSIEST SERVERS ON THE NET.



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I WAS THIS CLOSE TO MAKING IT MY JOB TO DOWNLOAD NAUGHTY PICTURES.



IT'S JUST AS WELL; I WOULD HAVE HAD TO KILL YOU.

YEAH, I ONCE BUILT AN FM TRANSMITTER FROM OLD TELEVISION PARTS...



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THAT'S NOTHING... I BUILT A BROADBAND MULTIPLEXER FROM TUNA CANS AND A LAMP.



S. Adams

... MY FIRST ORBITING SPACE STATION WAS MADE ENTIRELY FROM OLD SOCKS AND VASELINE.



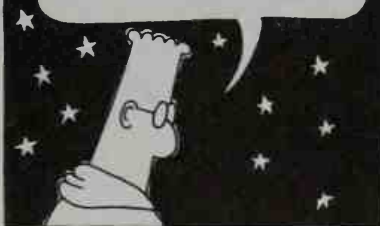
I HATE GOING LAST.

NO MATTER HOW BAD THE DAY IS, THE STARS ARE ALWAYS THERE.



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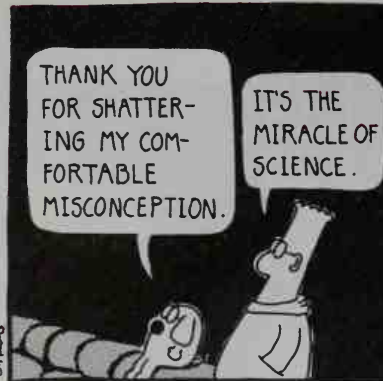
ACTUALLY, MANY OF THEM BURNED OUT YEARS AGO, BUT THEIR LIGHT IS JUST NOW REACHING EARTH.



S. Adams

THANK YOU FOR SHATTERING MY COMFORTABLE MISCONCEPTION.

IT'S THE MIRACLE OF SCIENCE.



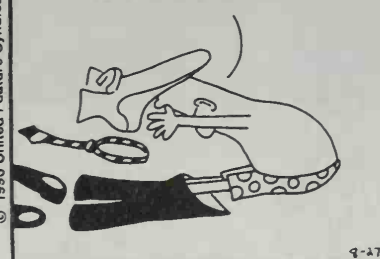
HERMAN'S
HARDWARE

OH NO... I'M BEING DRAWN TO THAT HARDWARE STORE.



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THE FORCE IS RIPPING MY CLOTHES OFF, BUT I CAN RESIST!!!

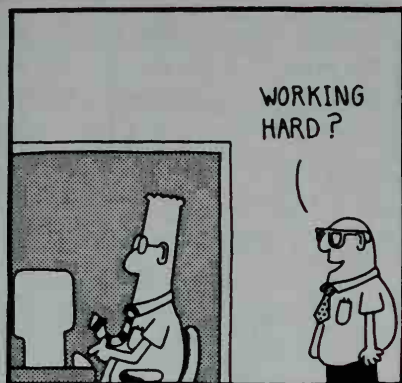


S. Adams

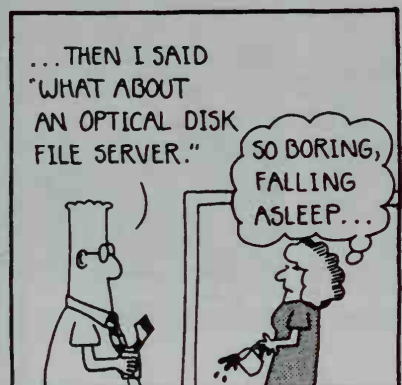
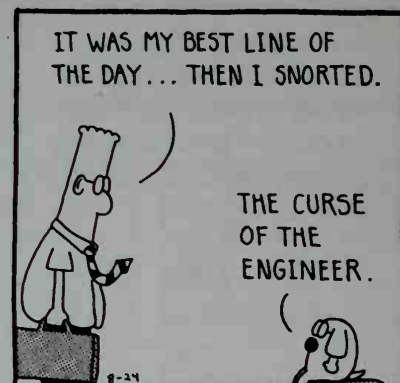
I'M ONLY LOOKING FOR MY CLOTHES—I'M NOT SHOPPING.

YOU'RE NOT THE FIRST NAKED ENGINEER TO USE THAT STORY.

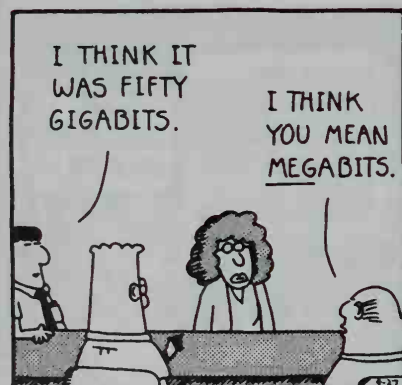
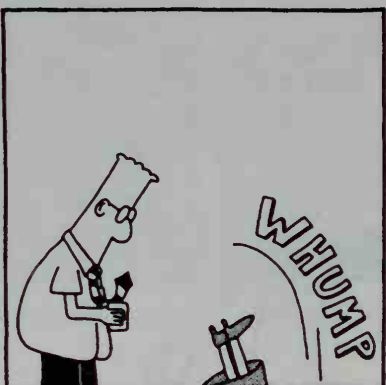




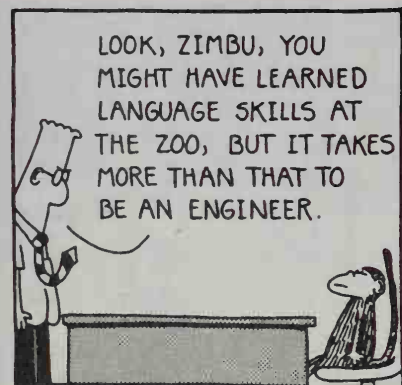
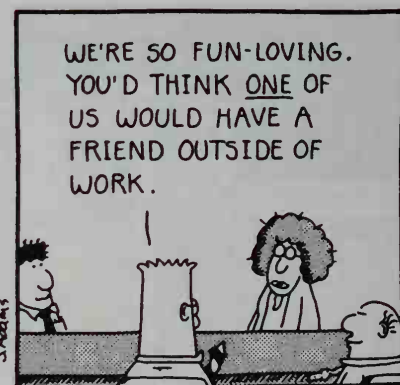
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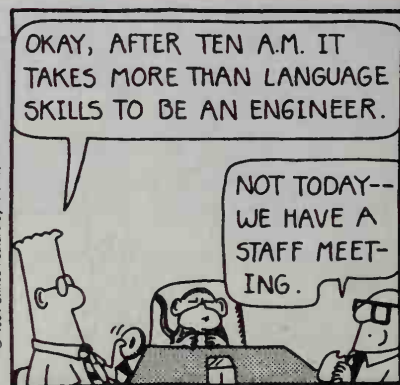
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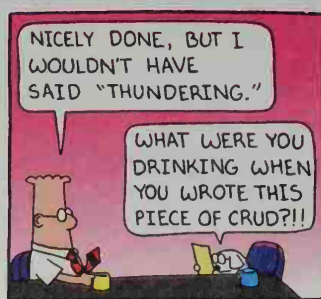
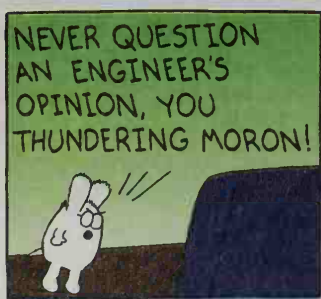
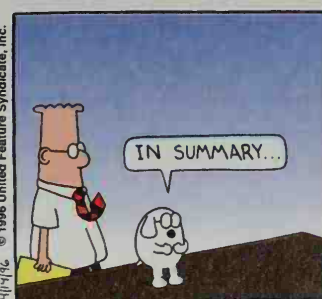
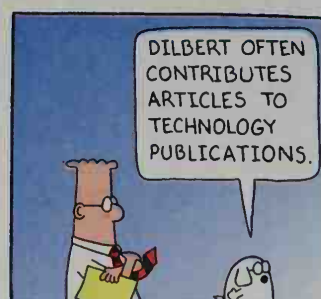
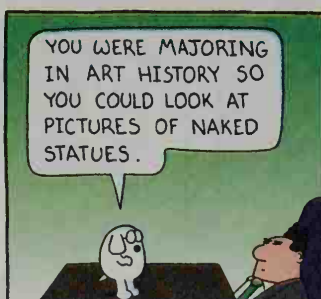
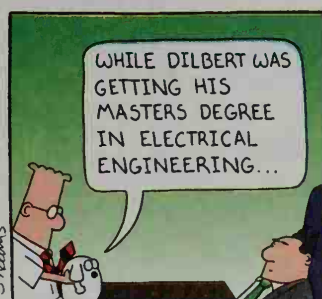
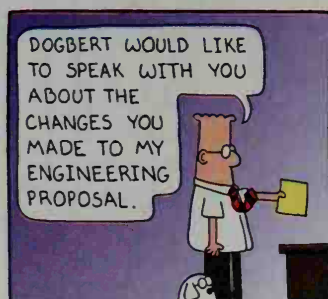
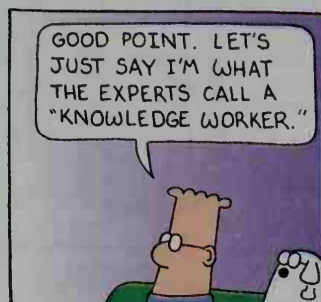
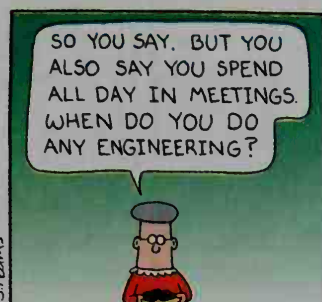
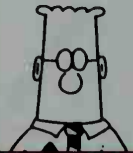
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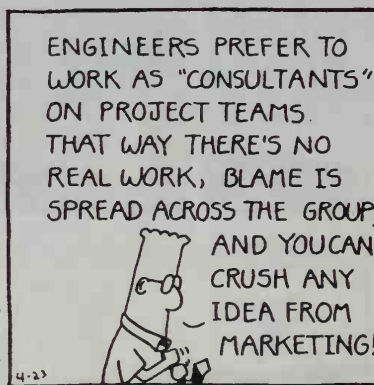
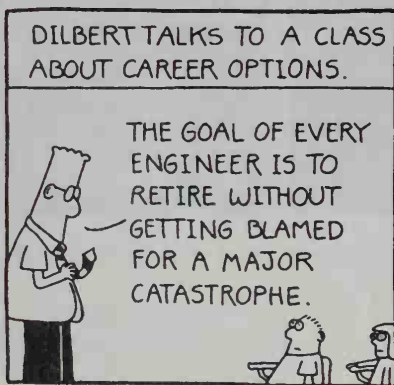
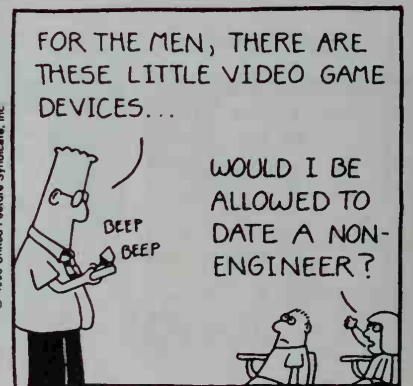
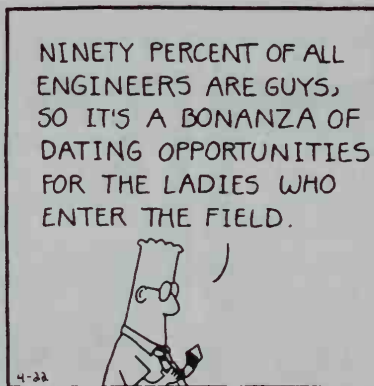
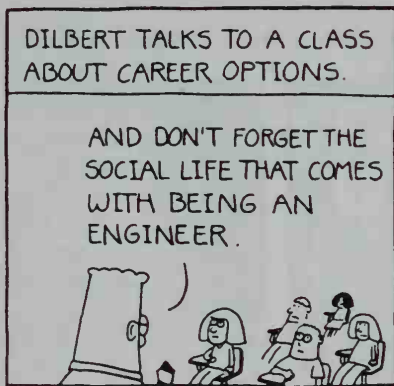
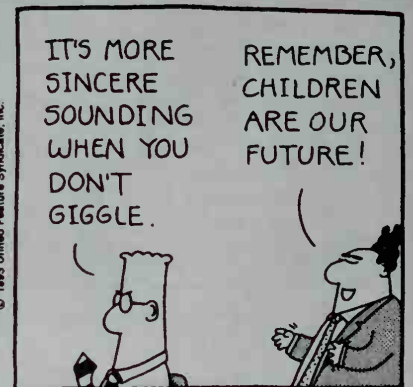
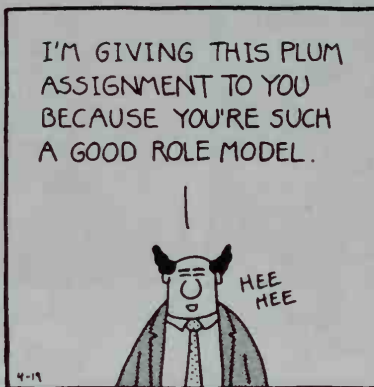
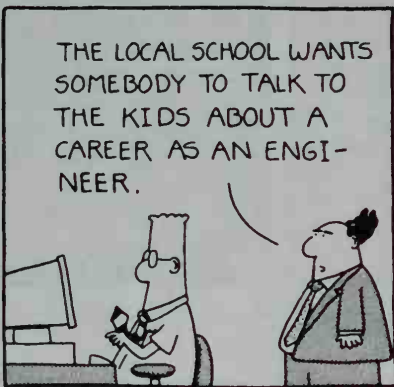
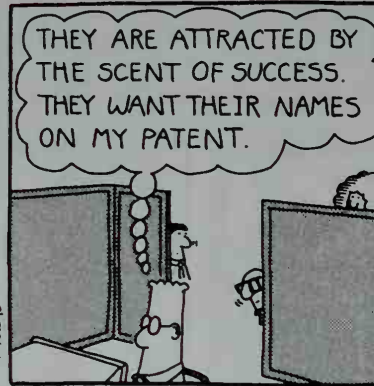
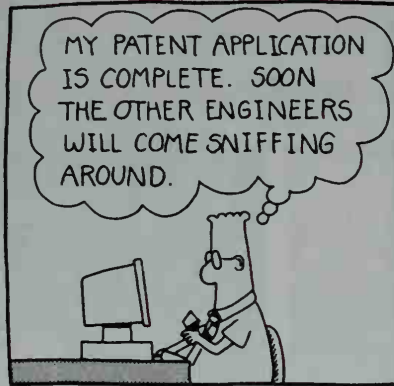


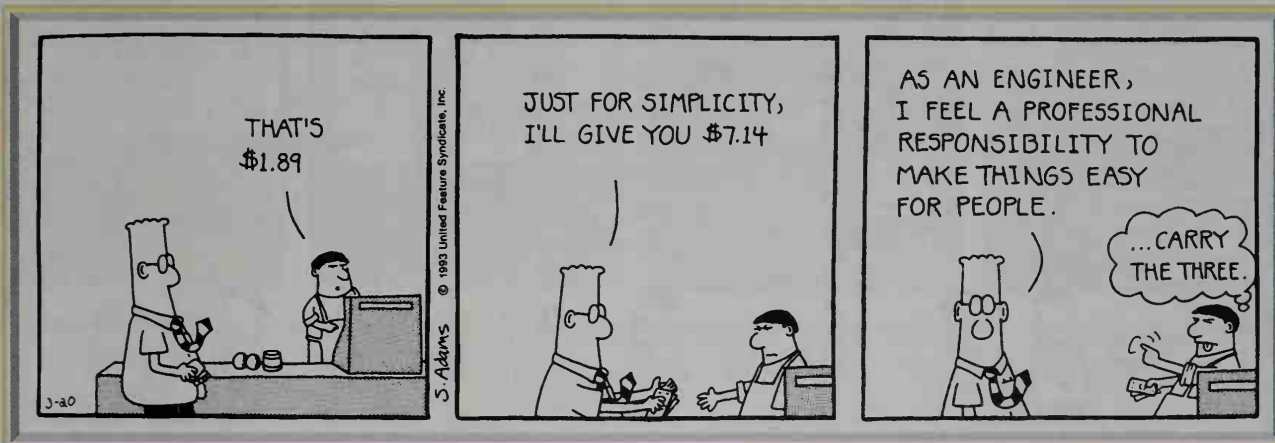
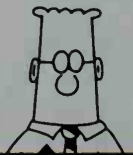
J. Adams



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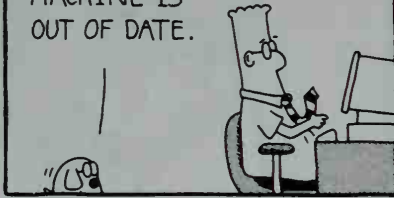






DILBERT Gives You the Business

I JUST READ THAT A NEW COMPUTER CHIP IS ON THE MARKET. YOUR MACHINE IS OUT OF DATE.



S. Adams © 1993 United Feature Syndicate, Inc.

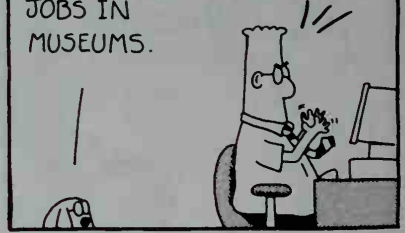
YOU'RE BEHIND THE CURVE. TECHNOLOGY IS RACING AHEAD WITHOUT YOU. YOU'RE NO LONGER STATE-OF-THE-ART OR LEADING EDGE.



3-8

SOMETIMES PEOPLE LIKE YOU CAN GET JOBS IN MUSEUMS.

I BOUGHT THIS THING YESTERDAY!!



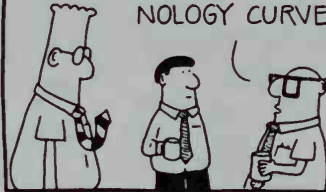
I'M SO MAD... I JUST BOUGHT A NEW COMPUTER AND IT'S ALREADY OBSOLETE.



3-9

S. Adams © 1993 United Feature Syndicate, Inc.

DON'T FEEL BAD. THE OTHER ENGINEERS WON'T LOOK DOWN ON YOU JUST BECAUSE YOU'RE BEHIND THE TECHNOLOGY CURVE.

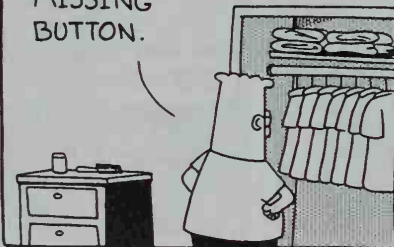


YEAH, WE WILL.

NOT RIGHT IN FRONT OF HIM.

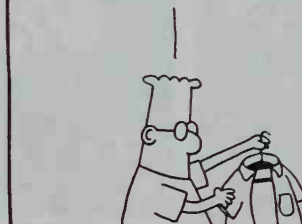


I HATE MY SHIRTS. EACH ONE HAS EITHER A STAIN OR A MISSING BUTTON.



S. Adams

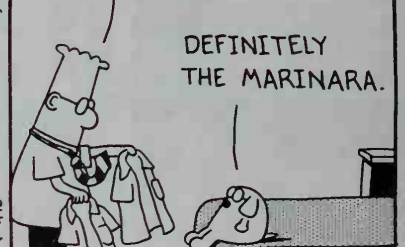
THEY SAY ENGINEERS ARE NOT CONCERNED WITH FASHION, BUT THAT'S NOT FAIR.



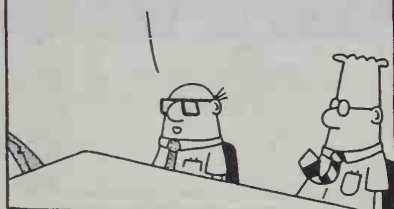
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WHICH STAIN GOES WITH THIS TIE?

DEFINITELY THE MARINARA.

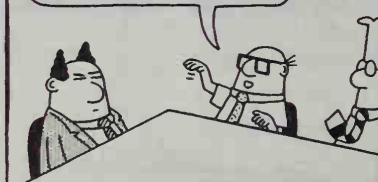


THIS WEEK I DISCOVERED THAT THE DEMAND FOR ENGINEERS EXCEEDS THE SUPPLY.



S. Adams

I RESPONDED BY INCREASING MY INSOLENCE AND DECREASING MY PRODUCTIVITY.

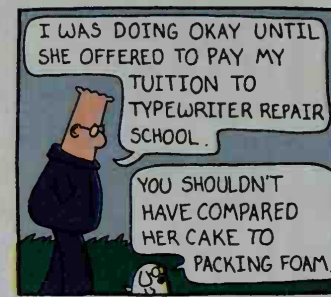
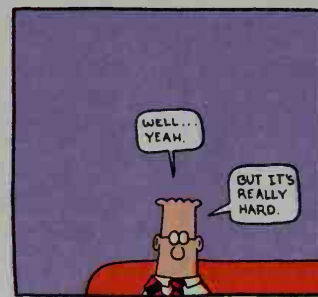
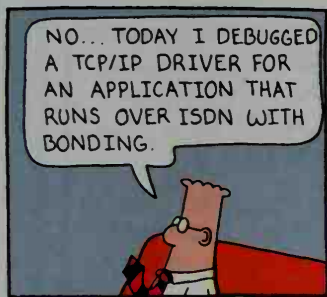
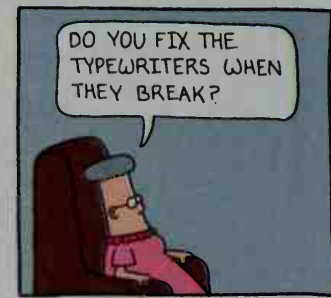
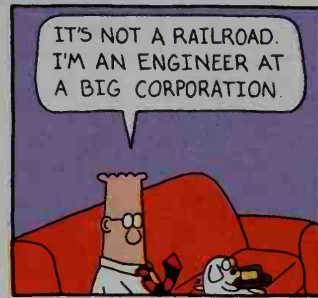
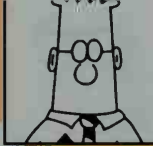


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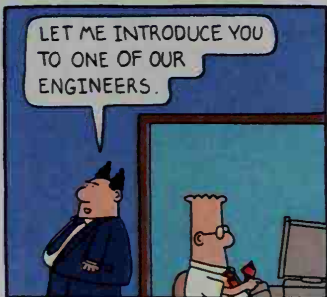
I WILL NEVER HIRE ANOTHER ENGINEER AS LONG AS I'M ALIVE.

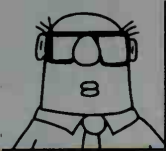
EQUILIBRIUM HAS BEEN RESTORED.



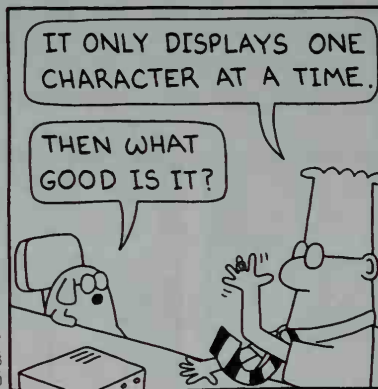
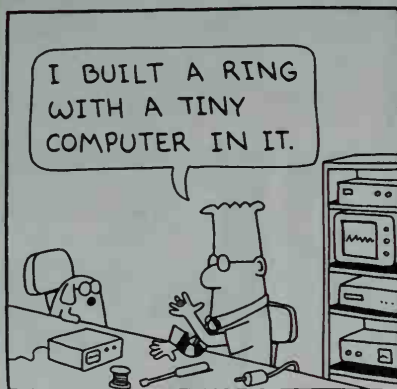


ENGINEERS

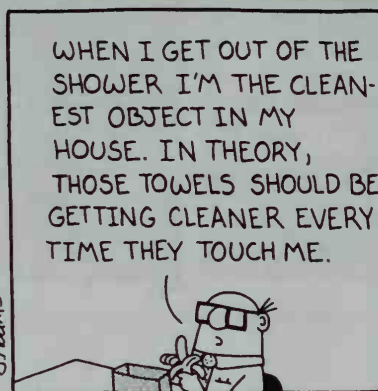




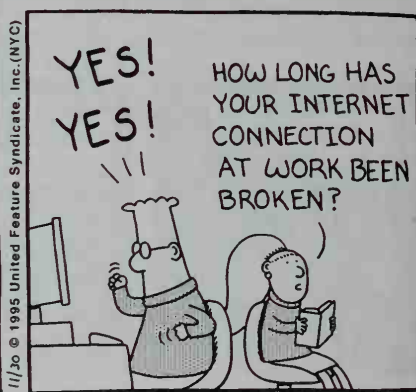
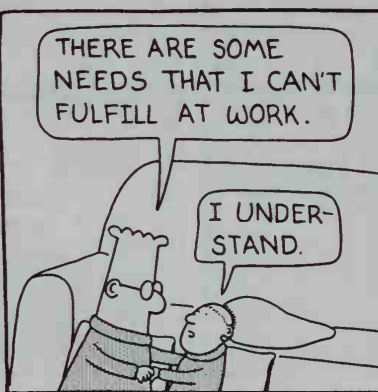
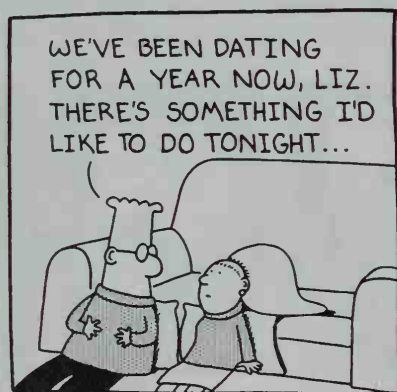
DILBERT Gives You the Business



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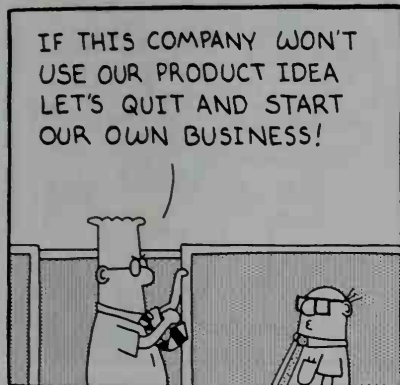
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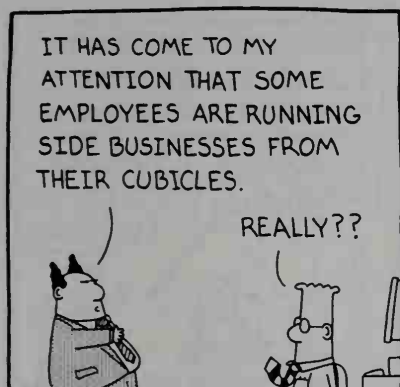
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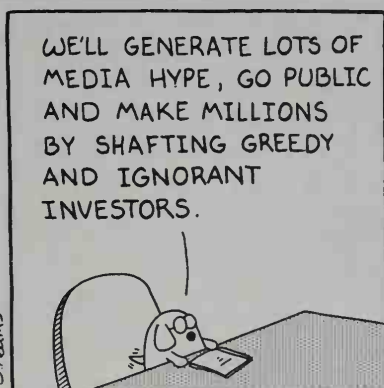
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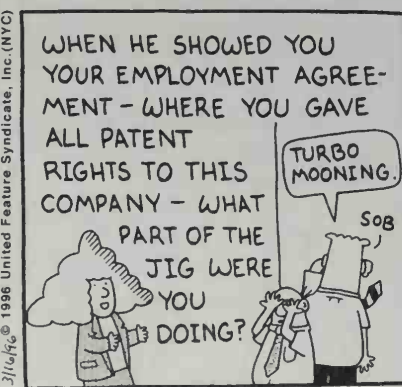
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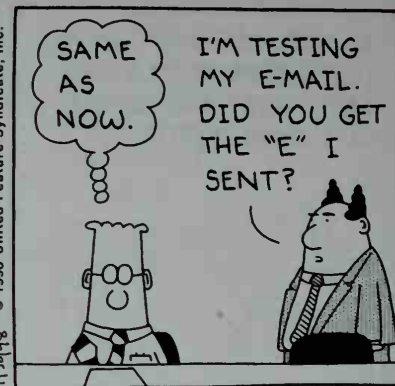
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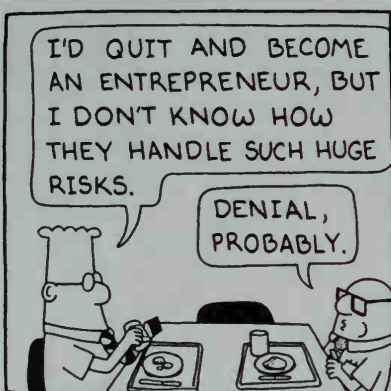
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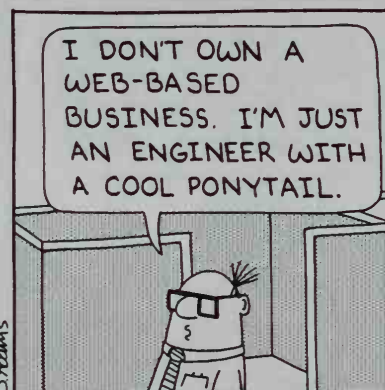
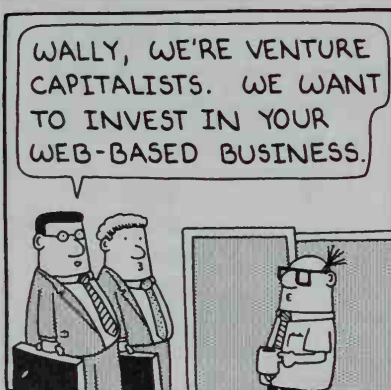
DILBERT Gives You the Business



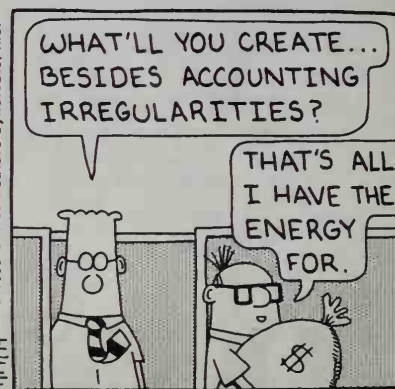
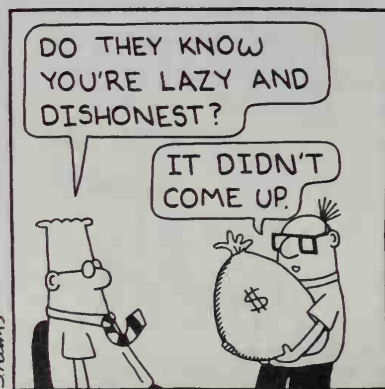
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VENTURE CAPITALISTS

DESPITE YOUR COOL PONYTAIL, YOU SEEM TO HAVE SQUANDERED OUR INVESTMENT.



S. Adams

YOU'LL GET NO MORE FUNDING UNLESS YOU MUTTER EMPTY INTERNET WORDS THAT MAKE US SWOON!



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E-COMMERCE.

GURGLE



HOW'S YOUR INTERNET START-UP COMPANY COMING?

GOOD.



S. Adams

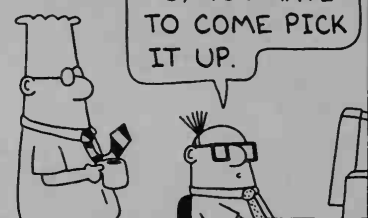
MY PLAN IS TO BE THE DOMINANT INTERNET SOURCE FOR TUNA SANDWICHES.



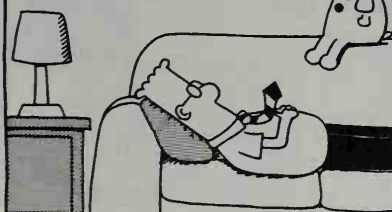
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SO, IF I BUY ONE, YOU SHIP IT OVER-NIGHT?

NO, YOU HAVE TO COME PICK IT UP.

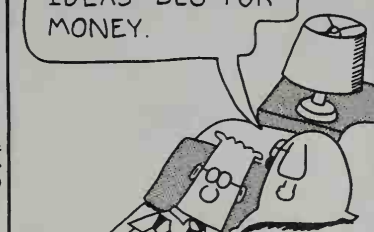


I'M STARTING MY OWN VENTURE CAPITAL FIRM.



S. Adams

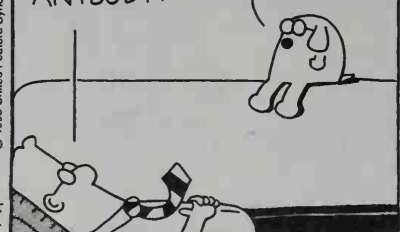
I'M ATTRACTED TO THE CONCEPT OF WATCHING PEOPLE WITH MORONIC IDEAS BEG FOR MONEY.



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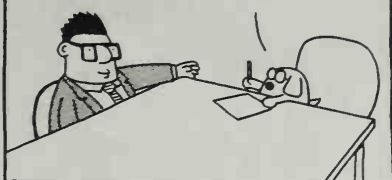
WILL YOU ACTUALLY FINANCE ANYBODY?

THAT WOULD SORT OF CRIMP THE MIRTH.



DOGBERT, VENTURE CAPITALIST

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



S. Adams

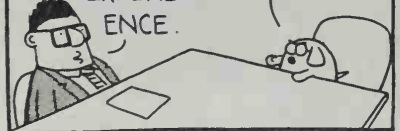
SINCE YOU'RE THE INVENTOR OF THE TECHNOLOGY, YOU'LL GET 100% OF THE SPECIAL DECORATIVE NON-EQUITY STOCK. I'LL SETTLE FOR ALL THE COMMON STOCK.

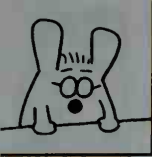


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I HOPE WE CAN AVOID THE TENSION THAT SOME PARTNERS EXPERIENCE.

GIVE ME MY PEN, YOU MISCREANT.

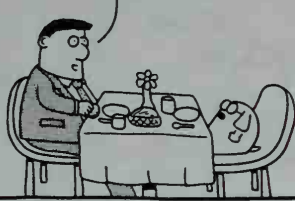




DILBERT Gives You the Business

DOGBERT, VENTURE CAPITALIST

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



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



TO START
A SOFT-
WARE
COMPANY?

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



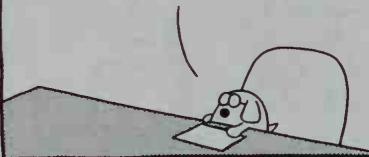
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1-13

DOGBERT, VENTURE CAPITALIST

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



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



CAN I MOW
YOUR LAWN
INSTEAD OF
WASHING
YOUR CAR?

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



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1-14

HI! I WANT
TO BE YOUR
FINANCIAL
ADVISOR.

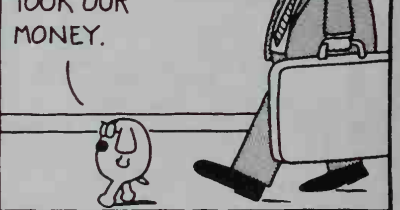


I'VE COME TO LIVE WITH
YOU. WE'LL EVENTUALLY
FORM A LIFELONG BOND
OF TRUST AND FRIENDSHIP.



I LIKED IT
BETTER
WHEN YOU
GUYS JUST
TOOK OUR
MONEY.

I RECOMMEND A
STRATEGY
CALLED
"CHURN".



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I RECOMMEND OUR
"CHURN 'N' BURN"
FAMILY OF MUTUAL
FUNDS.



WE'LL TURN YOUR
WORTHLESS EQUITY
INTO VALUABLE
BROKERAGE FEES IN
JUST THREE DAYS!



IS IT
RISKY?

ARE YOU
KIDDING?!
WE HAVE
ACTUAL
BROCHURES!



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FOR THE TIMID INVESTOR, I RECOMMEND OUR "PERPETUAL CERTIFICATES OF DEPOSIT."

THEY EARN THE HIGHEST POSSIBLE INTEREST. THE ONLY TRADE-OFF IS THAT YOU CAN NEVER WITHDRAW IT.

WHY DON'T I JUST FLING MY MONEY OUT A WINDOW?

AH, YOU'VE HEARD OF OUR "FLYING DEBENTURE" PRODUCT?

I'M GOING INTO BUSINESS AS A FINANCIAL ADVISOR.

SOUNDS HARD.

IT'S EASY. I'LL TELL ALL MY CLIENTS TO INVEST IN THE "DOGBERT DEFERRED EARNINGS FUND."

ISN'T THAT A CONFLICT OF INTEREST?

ONLY IF I SHOW INTEREST IN THE CLIENT.

DOGBERT: FINANCIAL ADVISOR

STOCKS... ANNUITIES... DERIVATIVES... CAPITAL GAINS TAX...

IT'S ALL TOO CONFUSING FOR YOU!! GIVE ME ALL YOUR MONEY NOW OR YOU'LL DIE A PAUPER!! NOW! NOW! BEFORE INTEREST RATES FALL!!

WILL THIS REDUCE MY INCOME TAXES?

MORE THAN YOU MIGHT GUESS.

DOGBERT: FINANCIAL ADVISOR

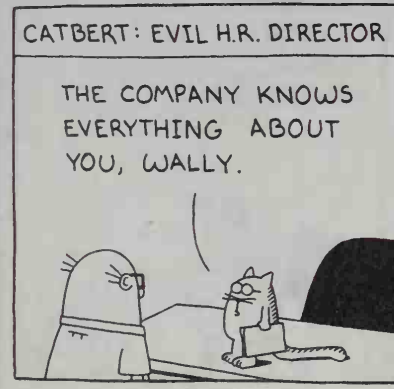
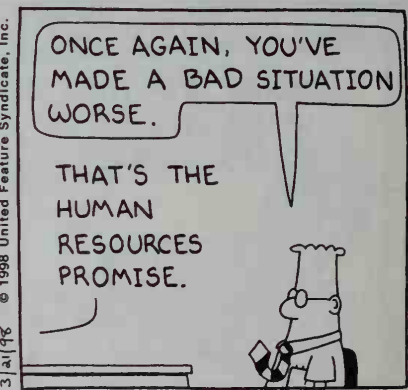
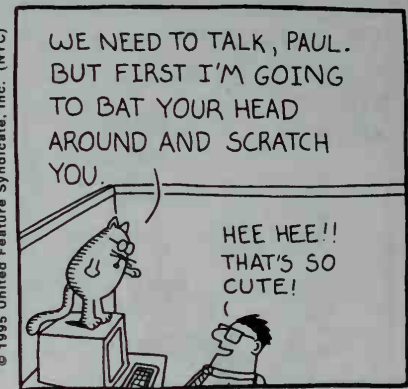
HERE'S A PICTURE OF YOU LIVING IN A DUMPSTER IN TWENTY YEARS.

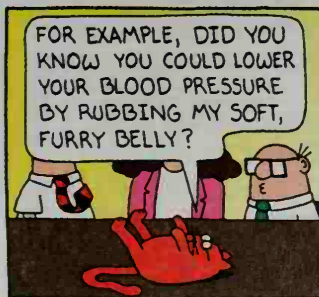
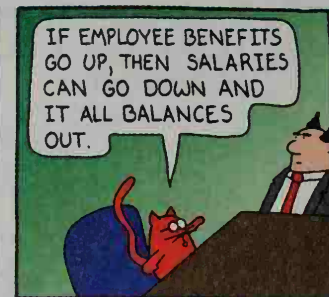
BUT IF YOU INVEST IN THE "DOGBERT DEFERRED INCOME FUND" TAKE A LOOK AT WHAT YOU COULD OWN SOMEDAY!!

I COULD OWN A MANSION?!!

YOU COULD OWN A PHOTOGRAPH.

DILBERT Gives You the Business





DILBERT Gives You the Business

CATBERT: EVIL H.R. DIRECTOR

I'M HAVING TROUBLE FINDING QUALIFIED EXTERNAL APPLICANTS.



ALL I HAVE ARE A HEADLESS MAN, A MIME, AND A FROZEN CRO-MAGNON GUY WE FOUND IN A GLACIER.



DOES THE MIME BRING HIS OWN INVISIBLE CUBICLE? I LOVE THOSE!

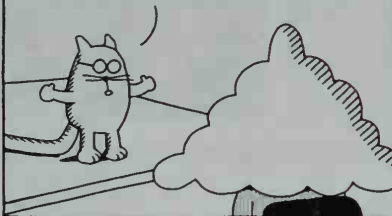
ONLY IF WE PAY HIS RELOCATION COSTS.

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CATBERT: EVIL H.R. DIRECTOR

ALICE, THE EXPERTS SAY YOU NEED TO BALANCE WORK AND HOME LIFE.



YOU WORKED 80 HOURS LAST WEEK. THAT'S LESS THAN HALF OF THE HOURS IN A WEEK.



GIVE US SOME BALANCE, YOU SELFISH HAG.

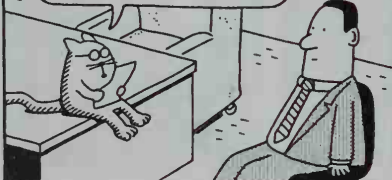
THIS CONVERSATION TOOK A NASTY TURN.

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CATBERT: EVIL H.R. DIRECTOR

ARE YOU ABLE TO WORK WHILE BEING CONSTANTLY INTERRUPTED?



NO. I WOULD BE TOTALLY INEFFECTIVE, JUST LIKE ANYONE ELSE.



WE WERE DONE WITH THE SECTION YOU HAD TO ANSWER HONESTLY.

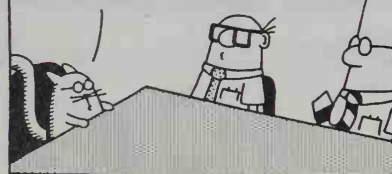
OH. IN THAT CASE, INTERRUPTIONS MAKE ME STRONGER.

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CATBERT: EVIL H.R. DIRECTOR

YOUR PERSONAL LIVES REFLECT ON THIS COMPANY.

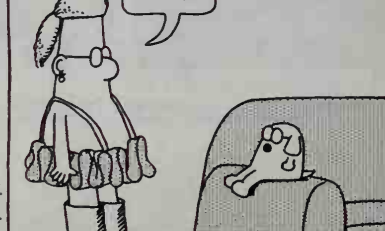


FROM NOW ON, A STRICT DRESS CODE WILL BE ENFORCED IN YOUR HOMES.



ON THE PLUS SIDE, IT'S ONE LESS DECISION I HAVE TO MAKE EVERY DAY.

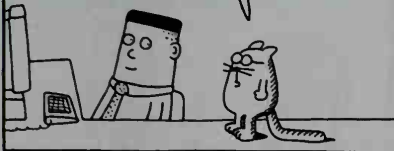
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CATBERT THE H.R. DIRECTOR

ASOK, IT'S TIME
TO GROOM YOU FOR
MANAGEMENT.



I DON'T SEE TOO
MANY BUGS IN
YOUR FUR.

CAN YOU LICK
THE TOP OF YOUR
OWN HEAD?



NO, I
CAN'T.

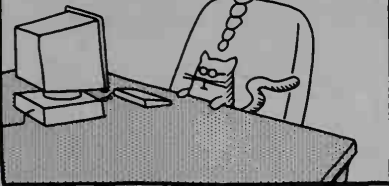
THEN YOU
CAN'T BE A
MANAGER.



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CATBERT THE HR DIRECTOR

I THINK I'LL INVENT
SOME ILLOGICAL POLICIES
TO ANNOY EMPLOYEES.



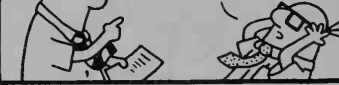
MY DIABOLICAL NEW
DRESS CODE WILL
MAKE THEM QUESTION
THEIR OWN SANITY.



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

I THINK I'M
INSANE.



AS DIRECTOR OF HUMAN
RESOURCES I HAVE
DEVELOPED A POLICY
FOR HANDLING THE
EMPLOYEES WHO
COMPLAIN.

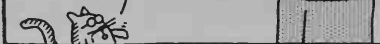


IT'S A BIG HOLE.
I'LL TRICK THE WHINERS
INTO GETTING IN IT.
AND THEN I'LL COVER
THEM WITH SAND.



I DON'T SEE HOW
THIS COULD POSSIBLY
WORK.

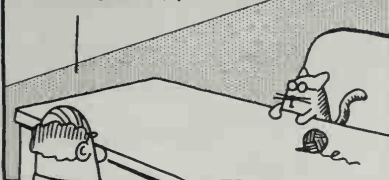
THERE'S A
DETAILED
EXPLANATION
AT THE BOTTOM
OF THE HOLE.



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CATBERT THE HR. DIRECTOR

MY JOB IS TOO
STRESSFUL. CAN
I SEE A COMPANY
COUNSELOR?



I RE-ENGINEERED OUR
COUNSELING PROCESS.
NOW WE PUT YOU IN
A BIG HOLE AND
COVER YOU WITH
SAND.



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IF THIS IS
MY ONLY
BENEFIT
I'D BETTER
GET A
LOT OF
SAND!

JUST KEEP
YOUR MOUTH
OPEN.



DILBERT Gives You the Business

GUESS WHAT, WALLY.

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

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

THE STATUS REPORTS ALONE WILL TAKE FORTY HOURS A WEEK.

I'M GONNA STAPLE MYSELF TO DEATH.

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CATBERT, H.R. DIRECTOR

I'VE COME TO GIVE YOU "EMPLOYEE ORIENTATION," WALLY.

BUT I'VE WORKED HERE FOR YEARS.

YOU STILL HAVE A GLIMMER OF HOPE. YOU'LL HAVE TO WATCH THIS MANDATORY TRAINING VIDEO.

SO, YOU STILL HAVE HOPE ...

RELAX... LET IT GO.

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CATBERT: EVIL H.R. DIRECTOR

THERE'S BEEN A SLIGHT CHANGE IN THE VACATION POLICY.

ARE WE GETTING MORE VACATION DAYS?

YOU MUST BE NEW HERE.

AS YOU KNOW, ALL VACATION TIME MUST BE USED IN THE YEAR IT IS EARNED.

I REALIZE THIS IS NOT ALWAYS CONVENIENT. SO I'VE DECIDED TO BE FLEXIBLE.

FROM NOW ON, ANY TIME YOU SPEND IN THE RESTROOM WILL COUNT AS VACATION.

WE SHOULD COMPLAIN.

IF YOU NEED ME, I'LL BE TAKING A PORCELAIN CRUISE.

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CATBERT: EVIL HR DIRECTOR

IT HAS COME TO MY ATTENTION THAT YOU USED COMPANY RESOURCES TO SEND E-MAIL TO YOUR BOYFRIEND



S. Adams

I'M WILLING TO OVERLOOK THIS UGLY INCIDENT IN EXCHANGE FOR FIVE MINUTES OF QUALITY PETTING ON MY SOFT, FURRY BELLY.



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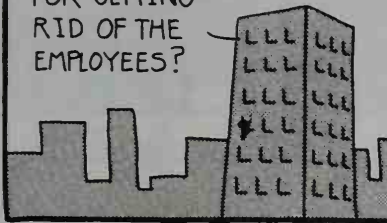
THIS SEEMS SO WRONG.

TRY USING BOTH HANDS.



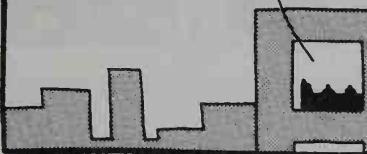
COMPANY HEADQUARTERS

DOES ANYBODY HAVE A PLAN FOR GETTING RID OF THE EMPLOYEES?



S. Adams

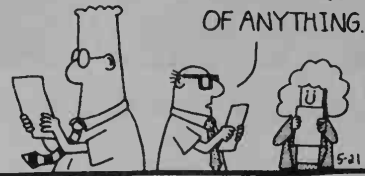
WELL, THEY'RE BAD AT MATH; WE COULD OFFER DECEPTIVELY SMALL SUMS OF MONEY TO PEOPLE WHO RETIRE.



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HEY, THIS COULD BE GOOD.

IT'S BEEN A LONG TIME SINCE I HAD TO CALCULATE THE COSINE OF ANYTHING.



CATBERT: EVIL H.R. DIRECTOR

YOU'VE BEEN A GOOD CONTRACT EMPLOYEE. WE'D LIKE TO MAKE YOU A REGULAR EMPLOYEE.



S. Adams

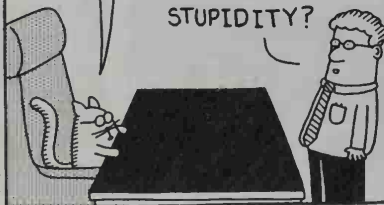
YOU MEAN YOU WANT TO PAY ME LESS?



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WE WANT YOU TO BE MOTIVATED BY SOMETHING OTHER THAN MONEY.

LIKE... STUPIDITY?



CATBERT: EVIL H.R. DIRECTOR

I'M GROSSLY UNDERPAID FOR THE TYPE OF WORK I DO NOW.



S. Adams

WRITE A DESCRIPTION OF YOUR CURRENT DUTIES. I'LL BE HAPPY TO DO A COMPENSATION REVIEW.

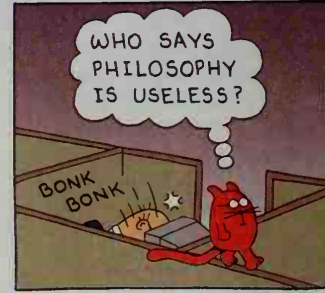
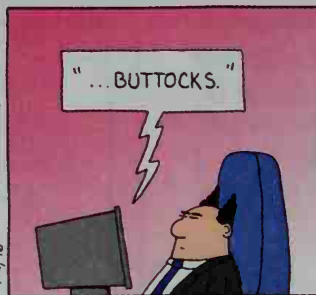


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BASED ON A TRUE STORY

SADLY, IT APPEARS YOU'RE NOT QUALIFIED FOR YOUR OWN JOB. BUT ONE OF YOUR SUBORDINATES IS.







CATBERT: EVIL H.R. DIRECTOR

MY EYES ARE SORE FROM USING THE COMPUTER.

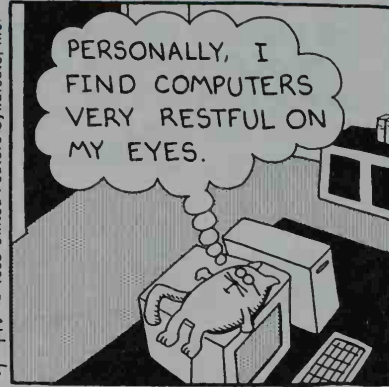


TRY TYPING WITH YOUR FINGERS, THE WAY EVERYONE ELSE DOES.



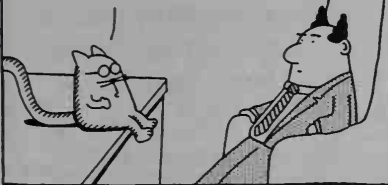
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PERSONALLY, I FIND COMPUTERS VERY RESTFUL ON MY EYES.



CATBERT: H.R. DIRECTOR

WHEN YOU DUMPED MORE WORK ON WALLY, DID HE MOAN? OR DID HE SCREAM?



IT SOUNDED LIKE THIS ... AAOO-MUW
AAHH-OW-OW!!



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THE STAFFING LEVELS SOUND ABOUT RIGHT.



CATBERT: EVIL H.R. DIRECTOR

I'M NOT ENJOYING MY JOB.



TAKE THIS POWERFUL ANTI-DEPRESSANT DRUG FOR THE REST OF YOUR LIFE.

I DIDN'T KNOW H.R. COULD PRESCRIBE DRUGS.



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I'D HATE TO LIVE IN A WORLD WHERE THAT WAS ILLEGAL.

"BOSS-PROOF CAP."



CATBERT: EVIL H.R. DIRECTOR

THE COMPANY'S GOAL IS TO DOUBLE THE EFFICIENCY OF ALL EMPLOYEES.



QUESTION: IF WE DOUBLE OUR EFFICIENCY, WON'T YOU DOWNSIZE HALF OF US?



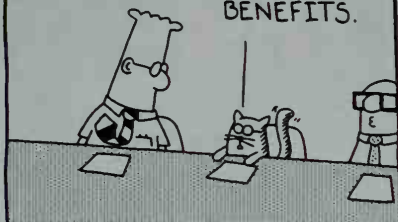
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DON'T TALK TO ANYONE IN MARKETING; THEY AREN'T SO GOOD AT MATH.



DILBERT Gives You the Business

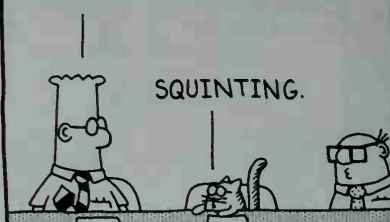
AS DIRECTOR OF HUMAN RESOURCES I'VE BEEN ASKED TO REDUCE THE COST OF EMPLOYEE BENEFITS.



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



RADIAL KERATOTOMY?
SQUINTING.



CATBERT, THE EVIL DIRECTOR OF HUMAN RESOURCES

ACCORDING TO MY SOURCES, YOU'VE BEEN ENJOYING YOUR JOB, WALLY.



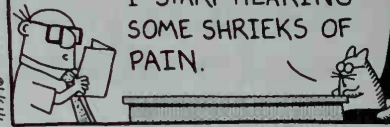
IT WAS TEMPORARY. I DON'T KNOW WHAT GOT INTO ME ...



PLEASE REFER TO PAGE ONE OF THE EMPLOYEE MANUAL.

"JOB SATISFACTION IS THE SAME AS STEALING FROM THE COMPANY."

I'LL HAVE TO CHARGE YOU FOR ADMISSION UNLESS I START HEARING SOME SHRIEKS OF PAIN.



CATBERT, THE EVIL DIRECTOR OF HUMAN RESOURCES

WE'RE MOVING TO "CAFETERIA STYLE" BENEFITS.



UNDER THIS SYSTEM, IF YOU NEED HEALTH CARE, YOU WANDER THROUGH THE CAFETERIA ASKING "DOES ANYBODY KNOW WHAT THIS RED LUMP IS?"



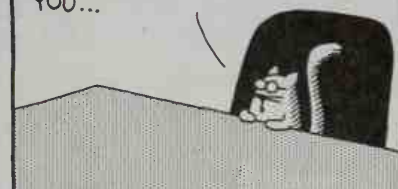
WHAT IF IT'S A LIFE-THREATENING PROBLEM?

THAT REMINDS ME, THE CAFETERIA WON'T BE LABELING THE ENTREES ANYMORE.



CATBERT, H.R. DIRECTOR

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



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



I JUST MIGHT DO THAT!!

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





CATBERT THE H.R. DIRECTOR

THIS REPORT SAYS YOU WENT NUTS AT A VENDING MACHINE BECAUSE IT TOOK YOUR MONEY.



THE COMPANY USED TO OFFER COUNSELING IN THESE CASES. BUT WE FOUND IT WAS MORE ECONOMICAL TO APPLY THE DEATH PENALTY.



WHAT?! HOW IS THAT POSSIBLE?

I'M NOT SURE YET. YOU'RE TOO BIG FOR THE MICRO-WAVE OVEN...



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CATBERT THE EVIL HUMAN RESOURCES DIRECTOR

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



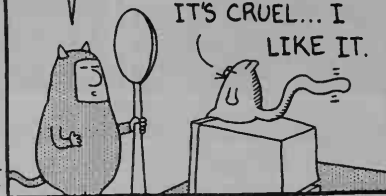
I SUMMON THE DEMONS OF DARKNESS TO ASSIST ME!!!



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

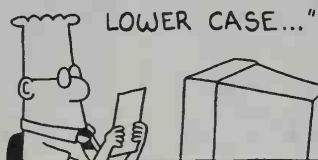
IT'S PLAYFUL... IT'S CRUEL... I LIKE IT.



I AM MORDAC, THE PREVENTER OF INFORMATION SERVICES. I BRING NEW GUIDELINES FOR PASSWORDS.



"ALL PASSWORDS MUST BE AT LEAST SIX CHARACTERS LONG... INCLUDE NUMBERS AND LETTERS... INCLUDE A MIX OF UPPER AND LOWER CASE..."

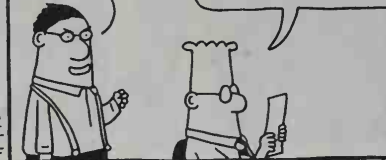


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"USE DIFFERENT PASSWORDS FOR EACH SYSTEM. CHANGE ONCE A MONTH.

SQUEAL LIKE A PIG!!!

DO NOT WRITE ANYTHING DOWN."



I AM MORDAC, THE PREVENTER OF INFORMATION SERVICES. I COME TO CONFISCATE YOUR NON-STANDARD COMPUTER.



YOU'LL GIVE ME A NEW ONE, RIGHT?

THIS IS HEAVIER THAN IT LOOKS.



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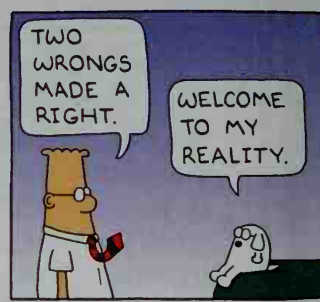
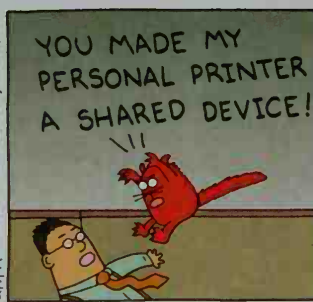
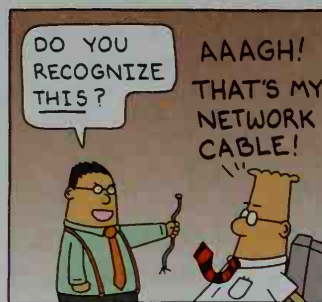
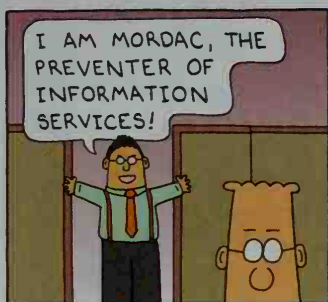
I'LL HAVE TO DISABLE IT AND LEAVE IT HERE.

THE NEW ONE IS ALREADY ON ITS WAY, RIGHT?



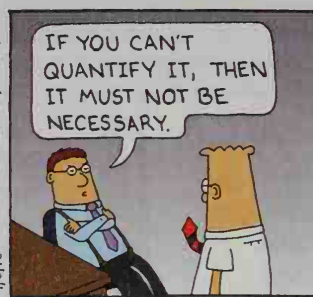
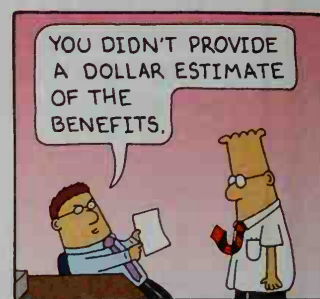


DILBERT Gives You the Business



S. Adams
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INFORMATION SERVICES



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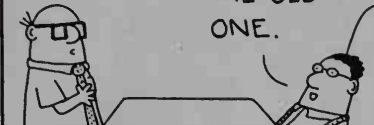
REQUEST DENIED. THE INFORMATION SERVICES DEPARTMENT DOES NOT UPGRADE NON-STANDARD COMPUTERS.



S. Adams

IT'S NOT AN UPGRADE. IT'S A REPLACEMENT.

OUR POLICY IS THAT IT'S AN UPGRADE UNLESS YOU DISCARD THE OLD ONE.

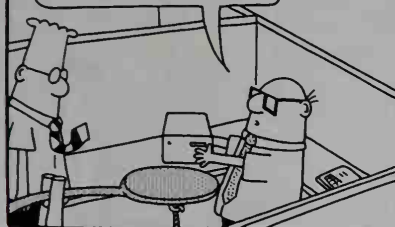


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YOUR TRASH IS DECLINED. OUR POLICY IS "NO COMPUTERS."



I'M NOT ALLOWED TO GET A NEW COMPUTER UNTIL I GET RID OF THIS OLD ONE.



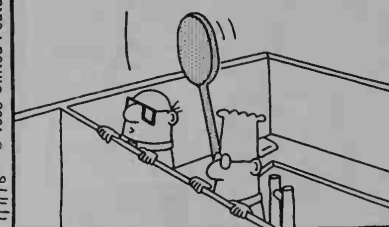
S. Adams

THE JANITOR WON'T ALLOW IT IN THE TRASH; UNION RULES WON'T LET ME CARRY IT TO STORAGE. SO I BUILT THIS CATAPULT.



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LIKE I ALWAYS SAY, EVERY PROBLEM HAS AN ENGINEERING SOLUTION.



I AM MORDAC THE REFUSER. I AM HERE TO DISCUSS YOUR REQUEST FOR A COMPUTER UPGRADE.



S. Adams

CRINKLE!
MMPHH!
CHOMP CHOMP
CHOMP



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WE LOTHT THUH PAHPER-WUHK.

THAT'S A HUGE SURPRISE. LUCKILY I MADE SEVENTY-FIVE EXTRA COPIES.



I AM MORDAC THE PREVENTER, YOUR LIASON FROM THE INFORMATION TECHNOLOGY DEPARTMENT.



S. Adams

I COME WITH TALES OF RESOURCE SHORTAGES. YOUR REQUEST FOR OUR SERVICES IS DENIED.



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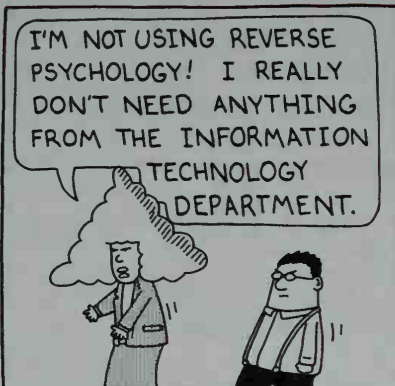
I DIDN'T REQUEST ANY OF YOUR SERVICES.

DON'T TRY YOUR REVERSE PSYCHOLOGY ON ME.





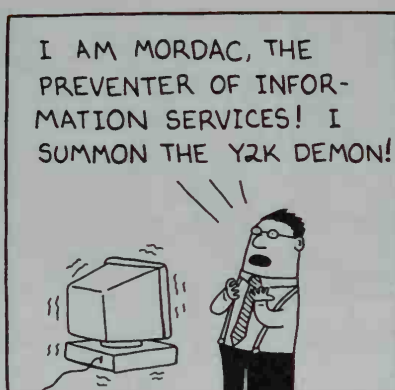
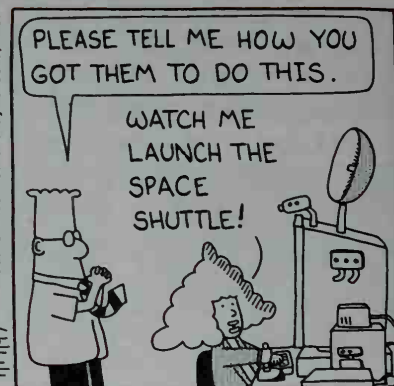
DILBERT Gives You the Business



S. Adams



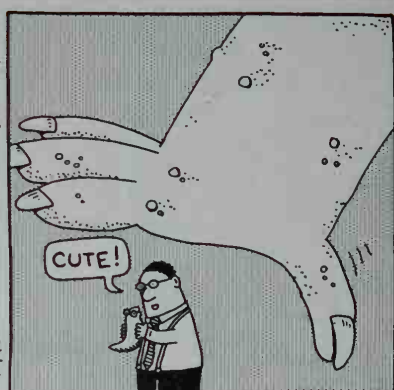
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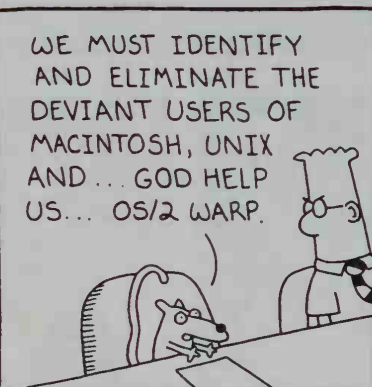
S. Adams



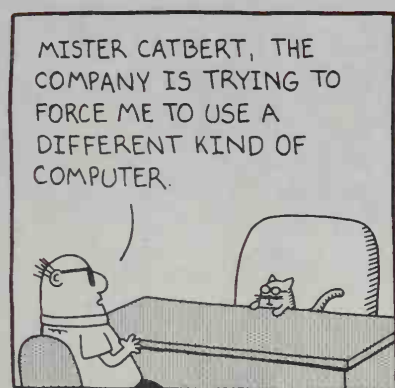
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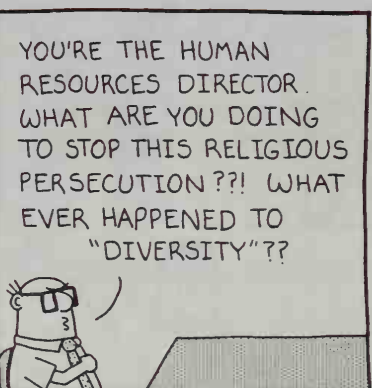
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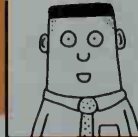


S. Adams



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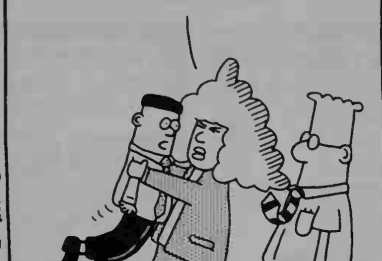


HEY, EVERYBODY. MEET
OUR NEW INTERN, ASOK.



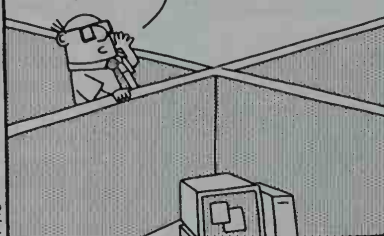
S. Adams

I HOPE THIS ONE'S
STURDIER THAN THE
LAST ONE.



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MY STAPLE REMOVER IS
BROKEN. SOMEBODY
TOSS THAT INTERN TO
ME!



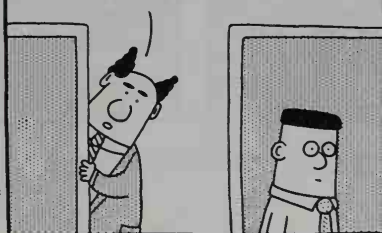
ASOK THE INTERN

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



S. Adams

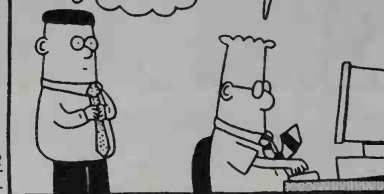
DILBERT, I NEED A
STATUS REPORT ON
THE MOUSE PAD
INVENTORY.



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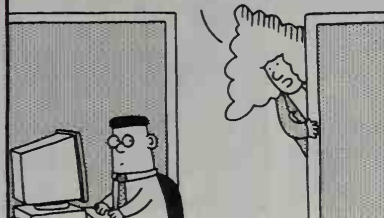
SEE? MY ASSIGNMENT
HAS THE WORD "STATUS"
BUILT RIGHT IN.

DANGER!
ALERT!



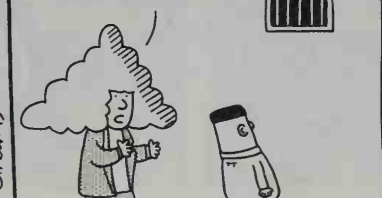
ASOK THE INTERN

ASOK, COME
QUICKLY! IT'S
AN EMERGENCY!



S. Adams

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



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TODAY YOUNG
ASOK LEARNS
THAT LIFE IS
NOT LIKE "STAR
TREK."

I'M
STUCK.



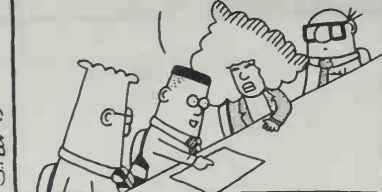
ASOK THE INTERN

I CAME IN OVER THE
WEEKEND AND LOOKED
AT THE DESIGN YOU'VE
BEEN WORKING WITH
ALL YEAR.



S. Adams

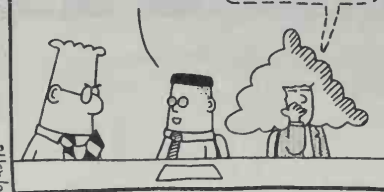
IT TURNS OUT THAT
YOU COULD HAVE BUILT
THE UNIT AT HALF THE
COST WITH JUST ONE
MINOR CHANGE.

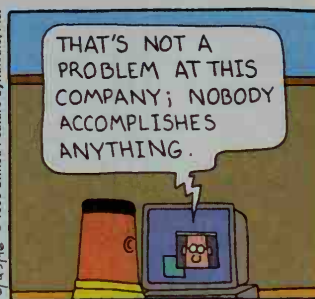
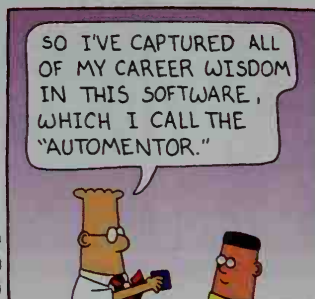


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IS IT TRUE
I CAN WIN
AWARDS FOR
THIS SORT
OF THING?

FETCH THE
INTERNAPULT.





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I AM ONLY A LOWLY INTERN, BUT I SEE AN OBVIOUS SOLUTION TO YOUR PROBLEM.



S. Adams

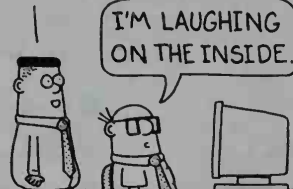
JUST CLICK HERE... CLEAR YOUR BUFFERS AND INITIALIZE THE LINK... NOW USE THIS CODE PATCH FOR THE MEMORY LEAK.



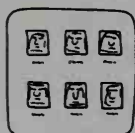
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THIS IS FUNNY IF YOU CONSIDER THAT YOUR SALARY IS TWICE AS MUCH AS MINE.

I'M LAUGHING ON THE INSIDE.

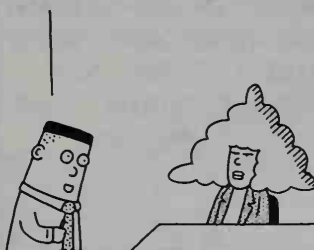


MY NEW PRODUCT IS A DATABASE OF FAMOUS SERIAL KILLERS.



S. Adams

YOU CAN SEARCH THE DATABASE BY NAME, WEAPON OR TATTOO.



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LET ME GUESS, WALLY: SIX MONTHS AGO OUR YOUNG INTERN ASKED YOU WHAT THE TERM "KILLER APPLICATION" MEANT.



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.



WE'LL BE HAVING AN ISO 9000 AUDIT SOON. THEY'LL CHECK TO SEE IF WE FOLLOW OUR OWN DOCUMENTED PROCEDURES FOR EVERYTHING WE DO.



S. Adams

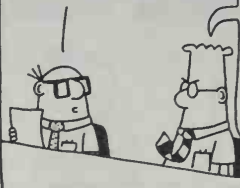
I'VE DIVIDED OUR PREPARATION TASKS INTO TWO GROUPS: UNETHICAL AND UNPRODUCTIVE.



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I'LL TRAIN OUR DEPARTMENT TO LIE TO THE AUDITOR. YOU CAN DOCUMENT OUR INANE PROCEDURES.

NO FAIR. YOU DID UNETHICAL LAST TIME TOO!





DILBERT Gives You the Business

CAROL, I NEED TO DOCUMENT YOUR PROCEDURE FOR ORDERING OFFICE SUPPLIES. IT'S AN ISO 9000 REQUIREMENT.



IF SOMEONE ASKS FOR SOMETHING, I CHECK THE SUPPLY CABINET FIRST. THEN I SAY, "THERE'S ONE LEFT. YOU CAN'T HAVE IT BECAUSE THEN WE'D BE ALL OUT."



THEN I SPEND THE REST OF THE DAY COMPLAINING ABOUT THE PERSON WHO ASKED.



UH-OH... I'M OUT OF INK.



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I NEED TO DOCUMENT YOUR JOB PROCESSES TO SATISFY OUR ISO 9000 REQUIREMENTS.



I TRY TO ANTICIPATE THE SHIFTING POLITICAL WINDS. THEN I WRAP MYSELF IN THE RELEVANT BUZZWORDS AND TRY TO ACHIEVE IMPORTANCE WITHOUT ADDING VALUE.



WHAT'S YOUR JOB TITLE?

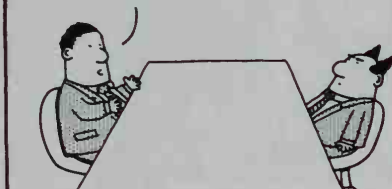


DIRECTOR OF ISO 9000 QUALITY PROCESS DESIGN.



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YOUR PRODUCT LOOKS GOOD, BUT YOU CAN'T BE OUR SUPPLIER UNLESS YOUR COMPANY IS ISO 9000 CERTIFIED.



SO... YOU DON'T CARE HOW BAD OUR INTERNAL PROCESSES ARE, AS LONG AS THEY'RE WELL-DOCUMENTED AND USED CONSISTENTLY?



THAT'S RIGHT.

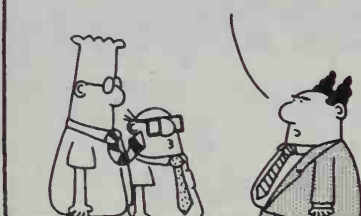


OUR DOCUMENTED PROCESS SAYS I MUST NOW LAUGH IN YOUR FACE AND DOUBLE OUR PRICE.



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WE'RE HAVING AN ISO 9000 AUDIT THIS WEEK.



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



ACCORDING TO THIS I'M SOME SORT OF ENGINEER.



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



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

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

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

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

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

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

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

WE SUCCEEDED WHERE IT COUNTS !!!

I NEED TO DOCUMENT YOUR PROCEDURES. IT'S AN ISO 9000 REQUIREMENT.

SO... THE ENGINEERS SUBMIT THEIR TIME CARDS AND THEN YOU DO WHAT?

I PUT THEM IN A PILE UNTIL I'M SURE THEY'RE ALL HERE.

THEN I MOVE THEM TO THE MAGIC CYLINDER.

THE TRASH CAN?

NO, IT'S A MAGIC CYLINDER. I PUT MY WORK IN THERE AND BY MORNING IT'S GONE.

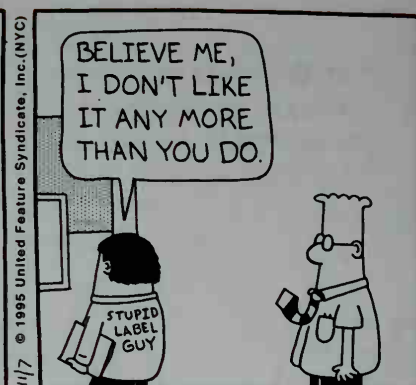
I'VE BEEN GIVING YOU MY TIME CARDS FOR FIVE YEARS.

NO ONE HAS COMPLAINED YET.

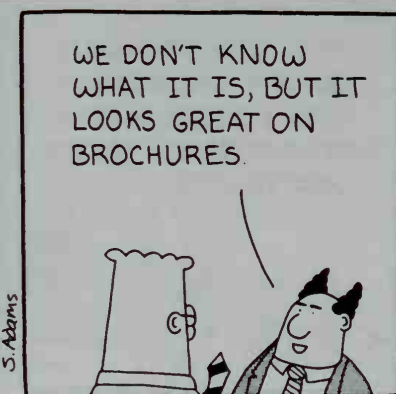
AFTER TODAY, I AM NOT ROUNDING TO THE NEAREST FIFTEEN MINUTES.



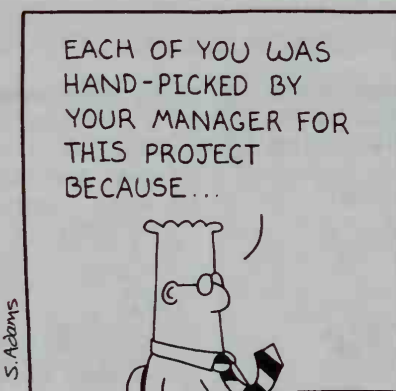
DILBERT Gives You the Business



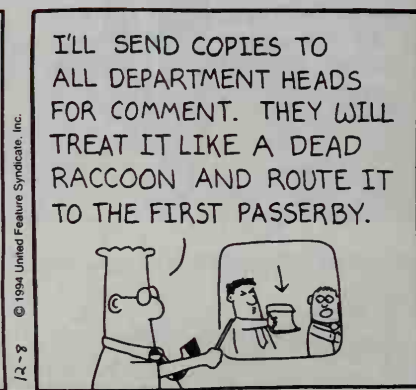
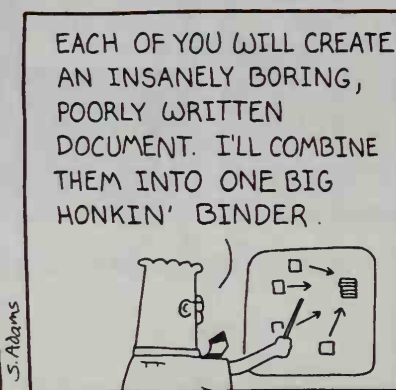
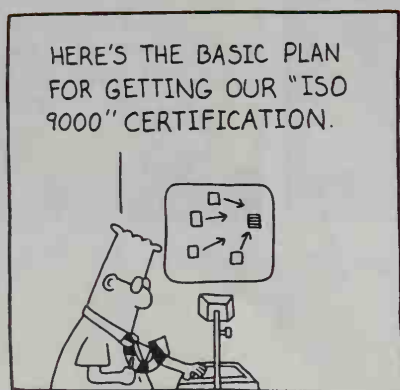
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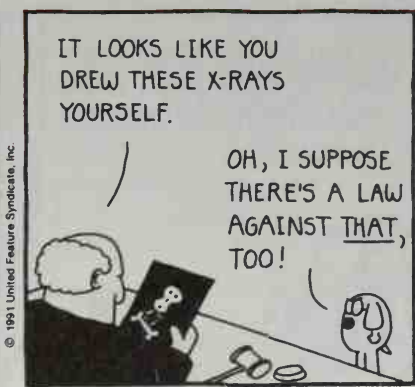
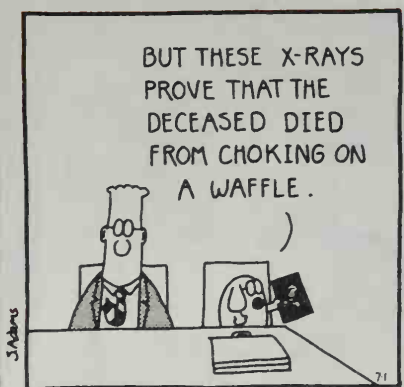
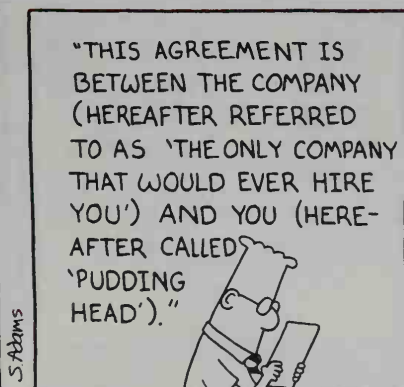
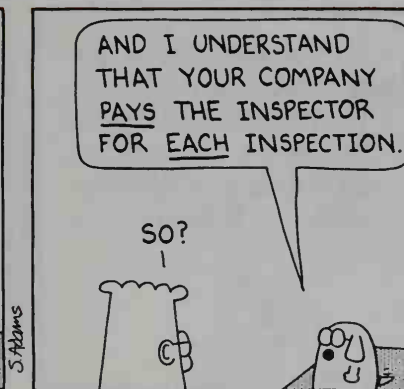
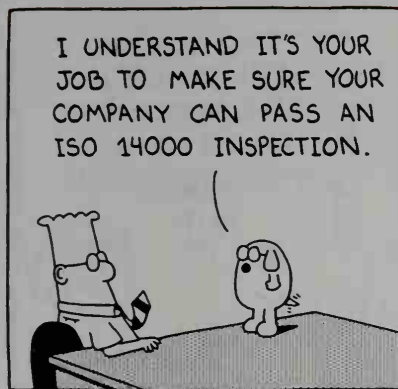
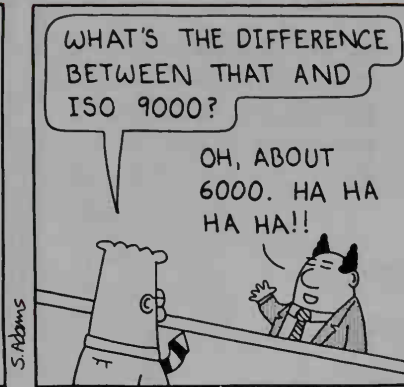
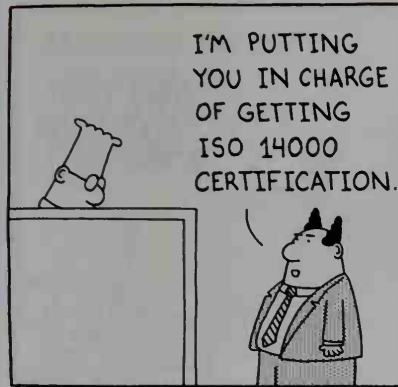
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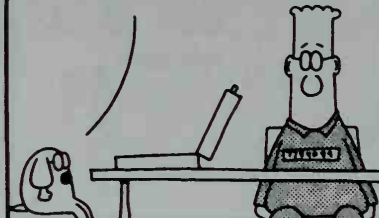
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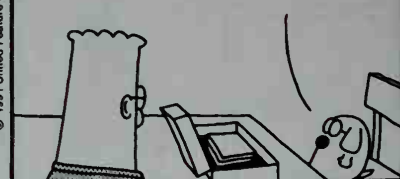
THE TRIAL IS GOING BADLY, SO I'M TRYING TO MAKE A DEAL WITH THE DISTRICT ATTORNEY.



HE OFFERED TO GIVE ME A SONY WALKMAN IF YOU WILL ACCEPT THE DEATH PENALTY.



I THINK I CAN GET A WALKMAN FOR YOU, TOO.



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



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



S. Adams

7-20

I'VE FOUND THE PERFECT CLIENTS.

SOUNDS FAIR.

DON'T MAKE WAVES.



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I'M FROM THE LAW FIRM OF DOGBERT, DOGBERT AND DOGBERT. I'M SUING YOU FOR DRAINING THE LIFE FORCE OUT OF YOUR EMPLOYEES.



AFTER BEING DRAINED OF LIFE, EMPLOYEES ARE FORCED TO LEAVE THE COMPANY. THE LUCKY ONES GET JOBS AS RAGS FOR A CAR WASH, LIKE JOEY PISHKIN HERE.



S. Adams

WHAT JOEY? THAT'S MARGE FROM ACCOUNTING ???

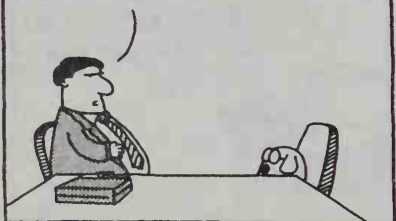
HONK HONK



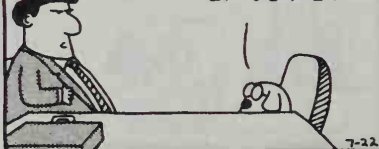
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7-21

IF YOU DO NOT DROP YOUR CLASS ACTION SUIT, THEN YOU'LL HAVE TO FACE ME IN COURT.



AND I'VE NEVER LOST A CASE. THEN HOW DO YOU KNOW YOU WOULDN'T ENJOY IT.

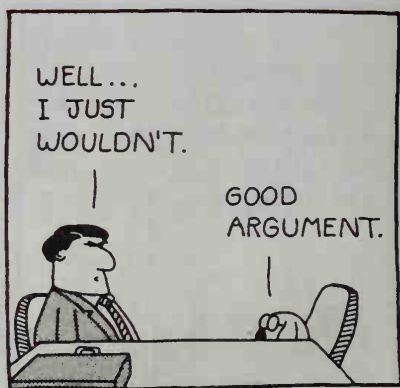


S. Adams

7-22

WELL... I JUST WOULDN'T.

GOOD ARGUMENT.



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BEFORE YOU DECIDE WHO WINS THIS CIVIL SUIT, REMEMBER THIS...

7-24

I CAN'T LEGALLY OFFER YOU LARGE CASH KICKBACKS FOR DECIDING IN MY FAVOR. BUT PLEASE TAKE A MOMENT TO COMPLETE A SELF-ADDRESSED STAMPED ENVELOPE.

7-25

WHAT ARE YOU DOING?

I'M TRYING TO ESTABLISH "REASONABLE DOUBT."

7-26

THE JURY HAS REACHED A DECISION IN THE CASE OF "DOGBERT VS. A BIG CORPORATION."

7-27

WE AWARD DOGBERT FIFTY MILLION DOLLARS BECAUSE WE HATE BIG COMPANIES AND WE LIKE LITTLE DOGS WITH GLASSES.

7-28

I HATE MY LIFE.

AND WE AWARD A MAYTAG DRYER TO JUROR MINDY FOR BEING "BEST DRESSED."

7-29

I'M AN ATTORNEY FOR MISTER DOGBERT...

3-10

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

3-11

SEE... IT WAS A PAT, NOT A PET. LIKE THIS...

OH LOOK, IT'S "GARFIELD," YOUR FAVORITE...

3-12

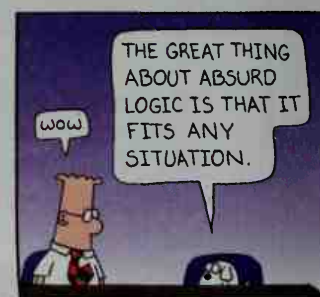
DOGBERT SUES DILBERT FOR PETIMONY

CAN'T WE HANDLE THIS AMICABLY, WITHOUT LAWYERS?

3-13

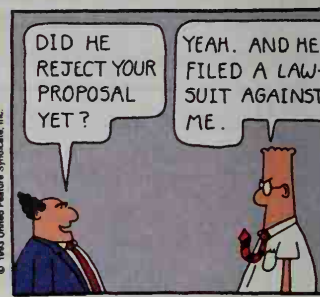
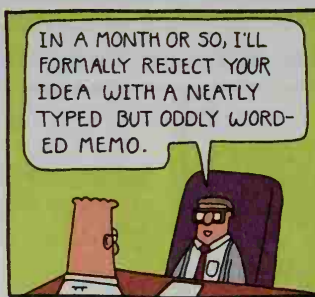
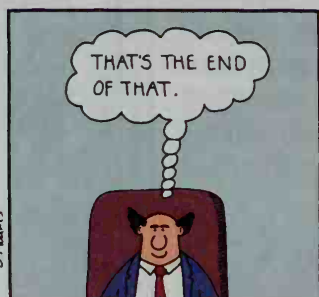
I'VE BEEN ADVISED THAT YOU'RE UGLY.

3-14



S. ADAMS

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S. ADAMS

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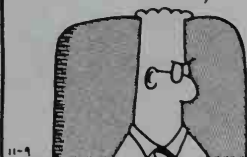


I'VE DECIDED TO
REJECT YOUR GENEROUS
OFFER TO BUY THE
COMPANY.



S. Adams

AND IF YOU TRY TO MAKE
THIS A HOSTILE TAKEOVER
YOU WILL FIND ME TO
BE A FORMIDABLE
ADVERSARY.



11-9

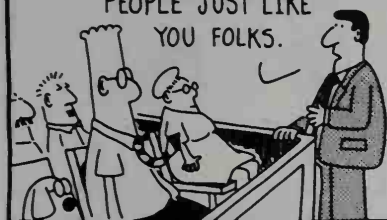
... THEN THEIR
LAWYERS CHEWED
MY CLOTHES OFF.



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JURY SELECTION

MY CLIENT IS ACCUSED
OF KILLING TWELVE
PEOPLE JUST LIKE
YOU FOLKS.



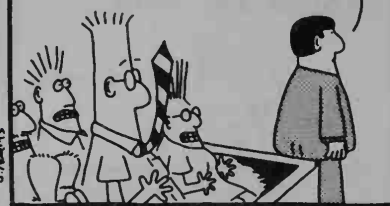
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THE ALLEGED VICTIMS
WERE ALL PART OF A
PREVIOUS JURY WHO
DOUBTED MY CLIENT'S
INNOCENCE.



10-17

THIS JURY IS
ACCEPTABLE TO
THE DEFENSE.



S. Adams

MY CLIENT HAS BEEN
ACCUSED OF THE MOST
HEINOUS CRIMES.



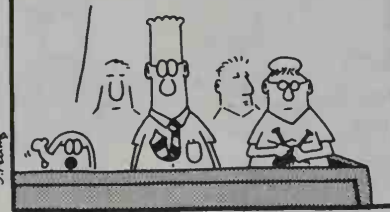
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BUT DOES THIS
LOOK LIKE A
PERSON WHO
COULD KILL ??



S. Adams

OOH! OOH!
I KNOW
THIS ONE !!



OKAY, LET'S SAY THAT,
HYPOTHETICALLY, MY
CLIENT DID KILL THOSE
PEOPLE...



S. Adams

CHANCES ARE THAT
IT WAS NOBODY
YOU KNOW.



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AND THE NEXT TIME
YOU'RE STANDING IN
A LONG LINE, ASK
YOURSELF:

"AM I BETTER
OFF NOW THAT
THERE ARE
LESS PEOPLE?"



10-20



DILBERT Gives You the Business

HAS THE JURY REACHED A VERDICT?

YES, YOUR HONOR. WE FIND THE DEFENSE ATTORNEY POORLY DRESSED AND OBNOXIOUS. WE SENTENCE HIM TO DEATH.

I DON'T THINK YOU CAN DO THAT.

FURTHERMORE, WE FIND THAT YOUR HONOR LOOKS FETCHING IN A BLACK MUUMUU.

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CORRECTION

A RECENT DILBERT STRIP USED THE WORDS "ANT FARM" TO DESCRIBE A HABITAT FOR ANTS.

LAWYERS HAVE INFORMED ME THAT "ANT FARM" IS A TRADEMARK OF "UNCLE MILTON INDUSTRIES, INC." THEY DEMAND A PUBLIC CLARIFICATION.

WHAT SHOULD WE CALL A HABITAT FOR WORTHLESS AND DISGUSTING LITTLE CREATURES?

LAW SCHOOL.

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DILBERT, I'M PUTTING YOU ON A ROTATIONAL ASSIGNMENT...

YOU WILL BE WORKING IN MARKETING UNTIL FURTHER NOTICE.

MARKETING
TWO DRINK MINIMUM

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DILBERT IS TRANSFERRED TO MARKETING

YOU LOOK LOST.

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

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

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DILBERT IS TRANSFERRED TO MARKETING

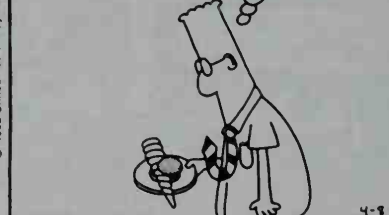
EVERY TUESDAY WE BARBECUE A UNICORN.



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

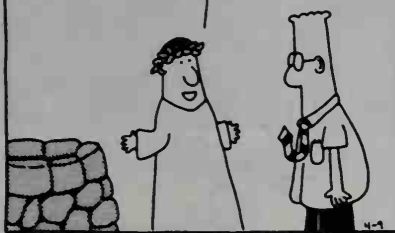


I'M NOT SURE I BELIEVE THIS IS THE "BEST PART."

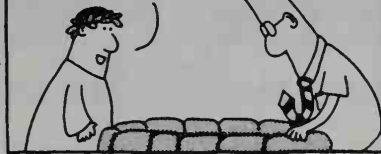


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WHEN YOU WORK IN MARKETING, YOU USE THE RESEARCH WELL TO TEST NEW IDEAS.

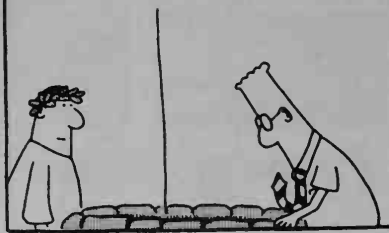


ANY DAY BUT FRIDAY YOU CAN SHOUT YOUR QUESTION INTO THE WELL AND AN ANSWER WILL COME BACK.



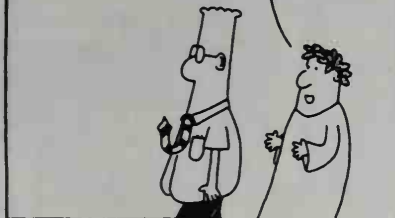
WHY NOT FRIDAY?

FRIDAY IS YOUR DAY IN THE WELL.



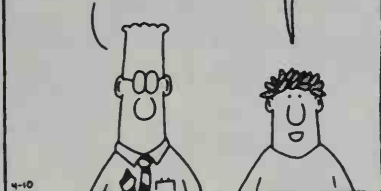
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THINK OF THE COMPANY AS A PERSON. WE IN MARKETING WOULD BE THE "BRAINS."

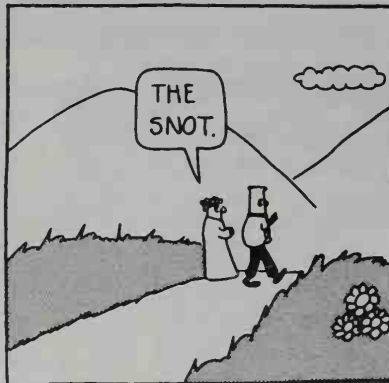


THE SALES DEPARTMENT WOULD BE THE "BODY."

WHAT'S ENGINEERING?



THE SNOT.



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AND THAT'S THE MARKETING PLAN. ANY COMMENTS?



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



MARKETING DIDN'T TURN OUT TO BE THE GLAMOUR CAREER I EXPECTED. I CIRCLED ALL THE WORDS YOU WON'T FIND IN ANY DICTIONARY.

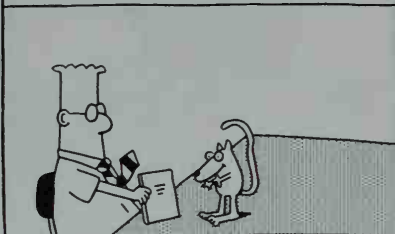


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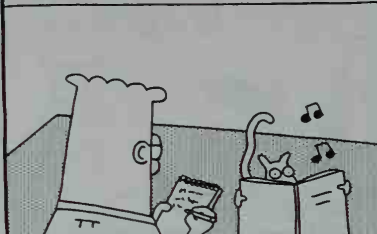
DILBERT Gives You the Business

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



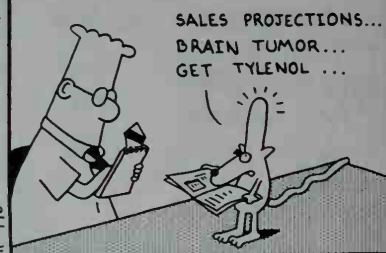
S. Adams

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



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THIS IS ALREADY FAR MORE EXPOSURE THAN HUMANS COULD TOLERATE.



MAYBE IT WAS WRONG TO PROMISE OUR CUSTOMERS A PRODUCT THAT HASN'T BEEN DESIGNED YET.



S. Adams

BUT OUR MOTTO IN MARKETING IS, "IT'S BETTER TO ASK FOR FORGIVENESS THAN TO SEEK PERMISSION."



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YOUR MOTTO NEEDS SOME DESIGN WORK TOO.

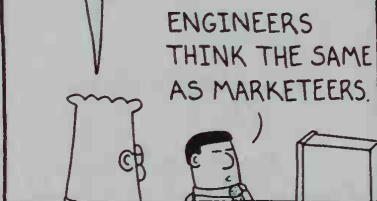


EVERYBODY IN ENGINEERING USES THIS PROGRAM I WROTE. I THINK MARKETING SHOULD TURN IT INTO A PRODUCT.



S. Adams

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



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

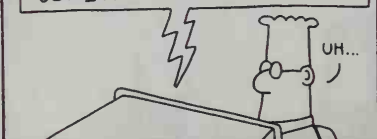


YOUR NEW SOFTWARE IS SUCCESSFULLY INSTALLED. DO YOU WANT TO SEND YOUR REGISTRATION INFO BY MODEM?



S. Adams

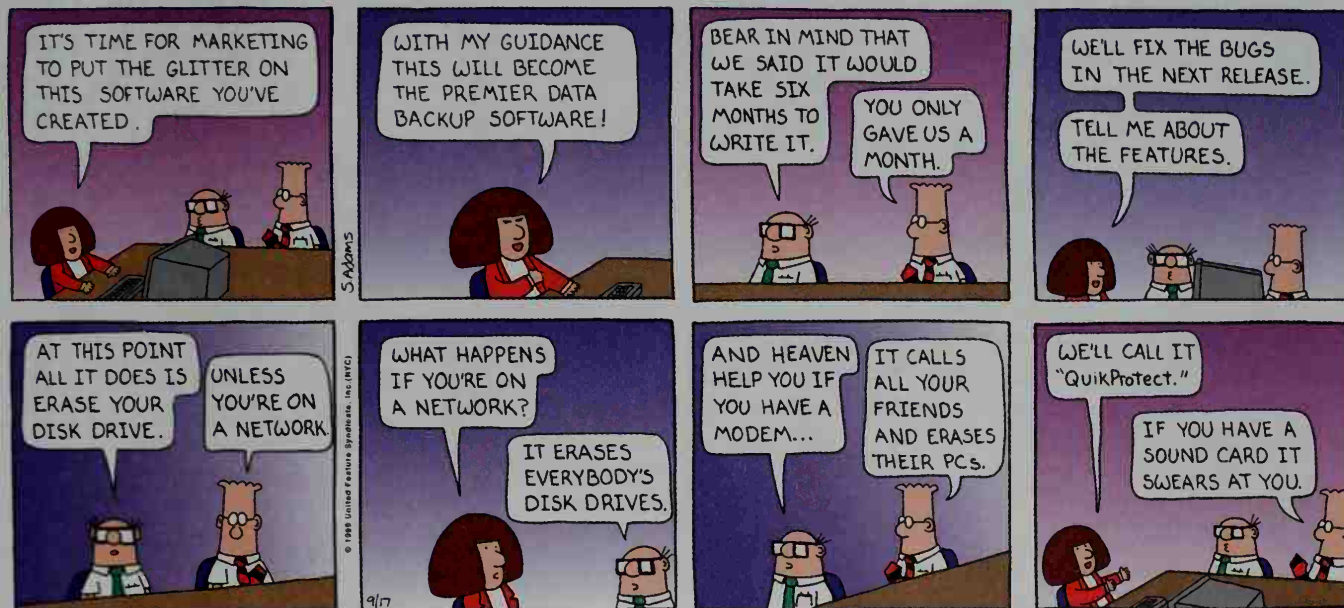
THE SOFTWARE HAS FOUND YOUR CREDIT CARD NUMBER AND IS PLACING ORDERS FOR NEW PRODUCTS IT THINKS YOU NEED... PLEASE WAIT.



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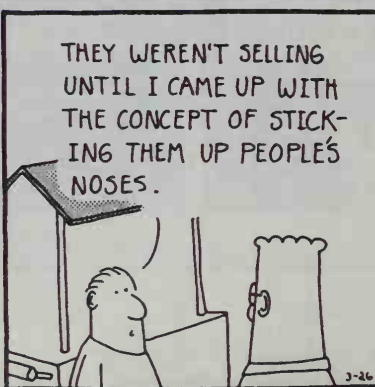
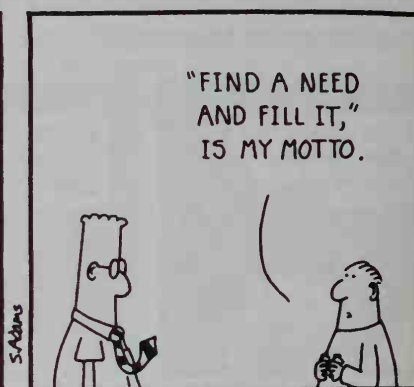
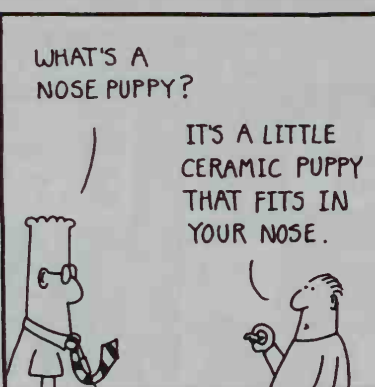
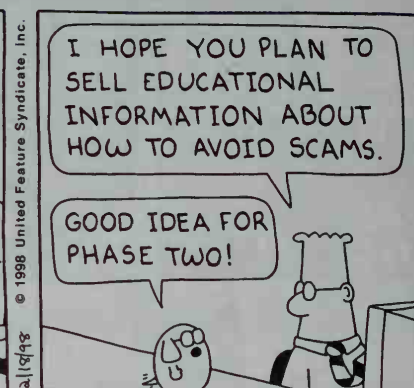
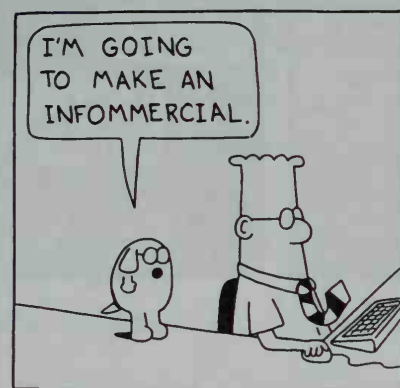
I CAN'T TELL IF IT'S A VIRUS OR JUST EXCELLENT MARKETING.







DILBERT Gives You the Business





YOU ENGINEERS HAVE DONE NOTHING ON MY PROJECT. YOU JUST KEEP SAYING I HAVEN'T GIVEN YOU SUFFICIENT REQUIREMENTS!



S. Adams

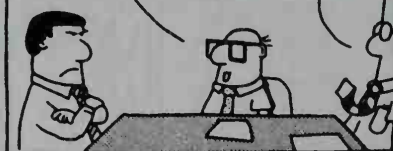
I DON'T KNOW WHAT ELSE YOU NEED AND YOU WON'T TELL ME WHAT YOU NEED!! IS THIS JUST YOUR WAY OF AVOIDING WORK??!



9-8

I'LL BET YOU REGRET CHOOSING MARKETING AS A CAREER PATH.

IT LOOKS LIKE A LOT OF WORK.



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



S. Adams

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



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WORK CAN BE VERY REWARDING. YOU SHOULD TRY IT.

WHAT'S THAT DOOHICKEY YOU HAVE THERE?

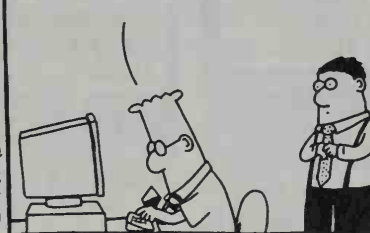


HA HA! NOW THAT THE ENGINEERS MUST CHARGE THEIR TIME TO MARKETING, WE OWN YOU!



S. Adams

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



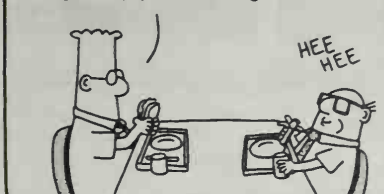
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IS THAT POSSIBLE??!

AS FAR AS YOU KNOW.



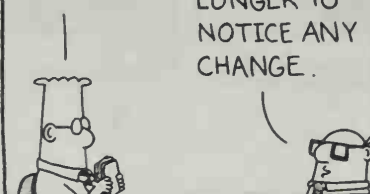
I TOLD A GUY IN MARKETING THAT I PROGRAMMED HIS COMPUTER TO ALTER HIS DNA STRUCTURE



HEE HEE

S. Adams

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



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

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

YEAH. YOU MARKETING GUYS ONLY HAVE ONE HELIX.





DILBERT Gives You the Business

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



S. Adams

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



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

WELL, THANK YOU VERY MUCH.



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



S. Adams

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



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


I'M NOT!!

YIPEEE!




MARKETING

OUR SPECIAL GUEST IS TOD, FROM OUR RESEARCH DEPARTMENT.




S. Adams


WE RECENTLY DID A STUDY TO ASSESS THE VALUE OF OUR PREVIOUS RESEARCH.




SADLY, ALL OF OUR PAST WORK WAS EITHER IGNORED OR TOTALLY MISINTERPRETED BY IDIOTS...



... SUCH AS YOURSELVES.




SO FROM NOW ON, RATHER THAN DO RESEARCH, WE'LL JUST LIE.




4/26/98 © 1998 United Feature Syndicate, Inc.


PLAY ALONG AND WE'LL MAKE SURE THE "INDUSTRY SALARIES" STUDY GOES YOUR WAY.



WELL, IT'S TWO O'CLOCK, AND THAT'S QUITTING TIME IN THE RESEARCH DEPARTMENT.

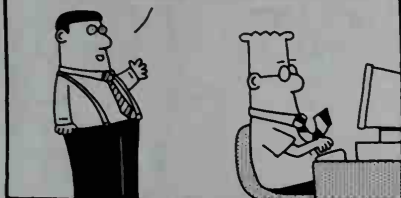


YOU'RE NOT MY ROLE MODEL ANYMORE... I'VE FOUND ANOTHER.



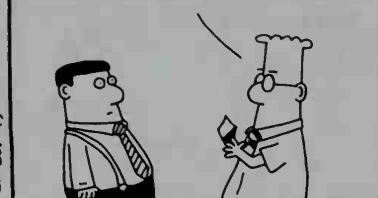


THANKS FOR MAKING THAT PRODUCT MOCK-UP LAST WEEK. THE CUSTOMER LIKED IT SO MUCH THAT HE ORDERED A THOUSAND!



S. Adams

THAT WAS A **MOCK-UP**! WE DON'T MAKE THAT PRODUCT YET. IT WOULD TAKE THREE YEARS TO MAKE ONE.



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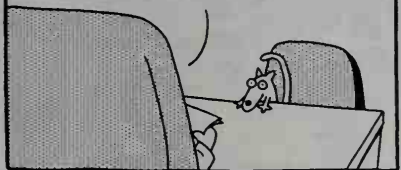
JUST GIVE ME A THOUSAND MOCK-UPS. THE FIRST ONE WAS TERRIFIC!



THE MOCK-UP WAS OUR COMPETITOR'S PRODUCT WITH DUCT TAPE OVER THE LOGO.

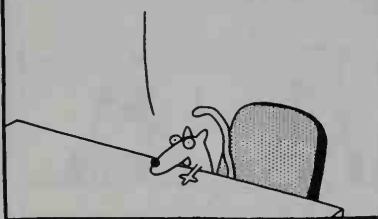


MISTER RATBERT, I DON'T THINK I CAN HIRE A RAT TO BE OUR VICE PRESIDENT OF MARKETING. YOU NEED EXPERIENCE IN THE TECHNOLOGY INDUSTRY.



S. Adams

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



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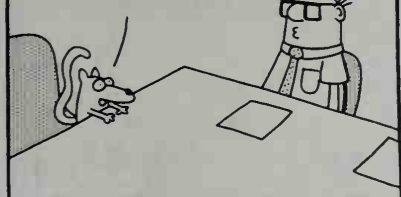
CLOSE ENOUGH! WELCOME TO THE TEAM!



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



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



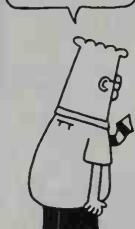
S. Adams

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



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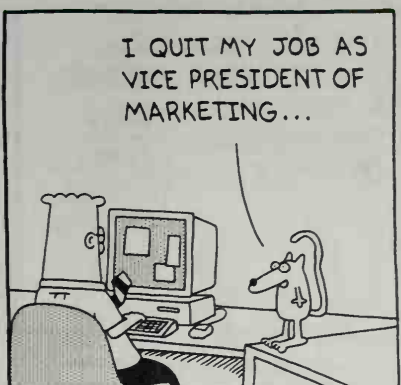
IT LOOKS LIKE YOU'RE FULL.



YOU CAN CLING TO THE CAT UNTIL A SPACE OPENS.



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.



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AND THAT LESSON WOULD BE?

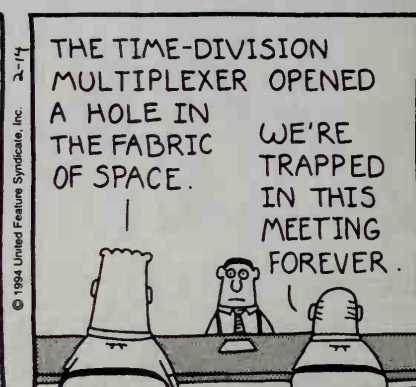
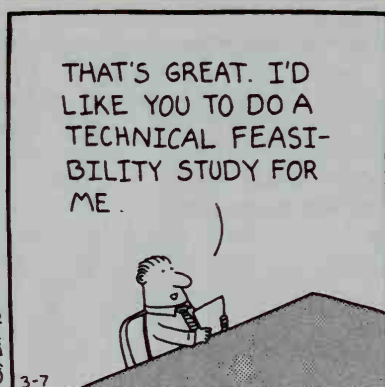
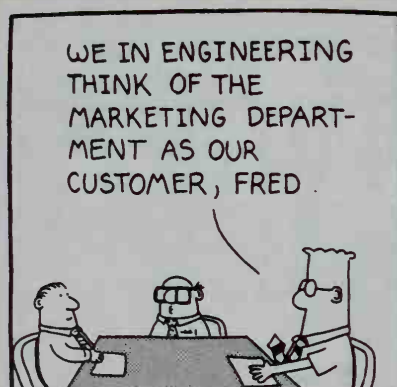
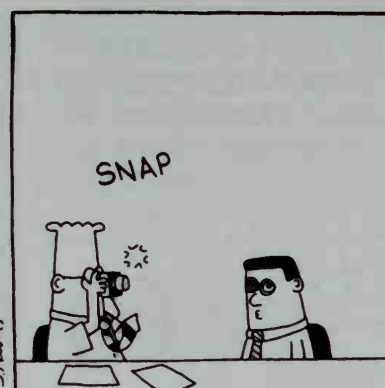
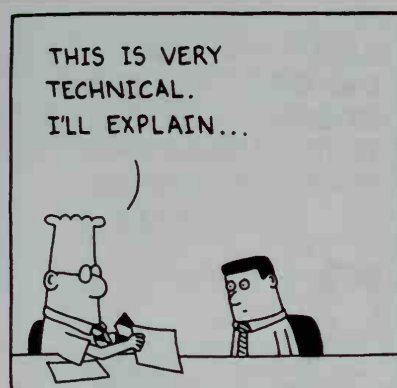


IT'S FUN TO SAY "SCRUPLES."





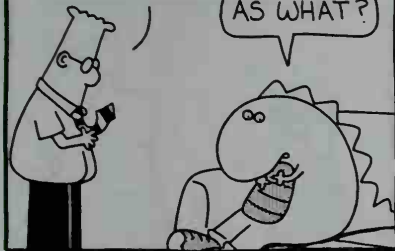
DILBERT Gives You the Business





BOB, YOUR SELF-ESTEEM MIGHT IMPROVE IF YOU GOT A JOB.

AS WHAT?



S. ADAMS

THERE'S AN OPENING IN OUR PROCUREMENT DEPARTMENT. YOU'D BE PERFECT.

WHAT DOES PROCUREMENT DO?



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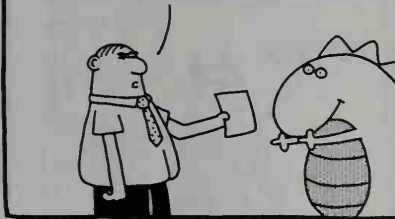
THEIR JOB IS TO PREVENT US FROM GETTING THE COMPUTERS WE WANT.

CAN I HIT PEOPLE WITH MY TAIL?



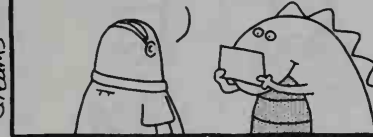
BOB WORKS IN PROCUREMENT

YOUR DUTIES ARE SIMPLE. PEOPLE WILL COME TO YOU AND ASK FOR THINGS.



S. ADAMS

ASSUME ALL EMPLOYEES ARE LYING, TREASURE-HUNTING THIEVES. GIVE THEM LOW-COST SUBSTITUTES AND CLAIM THE SAVINGS ON YOUR ACCOMPLISHMENTS.



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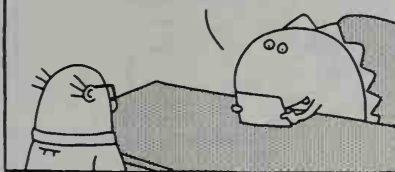
I ASKED FOR A MULTIMEDIA LAPTOP PC. THIS IS A "Dymo" LABELER.

NICE TRY, PAUL, IF THAT'S YOUR REAL NAME.



BOB IN PROCUREMENT

I'M AFRAID THE EQUIPMENT YOU WANT IS NOT ON THE APPROVED EQUIPMENT LIST.



S. ADAMS

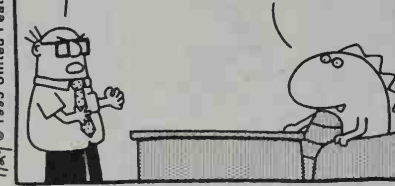
LET ME THINK... IF I ADD THIS TO THE APPROVED LIST, THAT'S MORE WORK FOR ME... BUT IF I SAY NO, IT'S MORE WORK FOR YOU... Hmm... THINK, THINK...



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I'D LIKE TO SEE THIS ALLEGED LIST.

WELL, IT'S NOT SO MUCH A PHYSICAL LIST AS IT IS A PHILOSOPHY.



WHEN I STARTED PROGRAMMING, WE DIDN'T HAVE ANY OF THESE SISSY "ICONS" AND "WINDOWS."



S. ADAMS © 1992 United Feature Syndicate, Inc.

ALL WE HAD WERE ZEROS AND ONES -- AND SOMETIMES WE DIDN'T EVEN HAVE ONES.



4-8

I WROTE AN ENTIRE DATABASE PROGRAM USING ONLY ZEROS.

YOU HAD ZEROS? WE HAD TO USE THE LETTER "O."





DILBERT Gives You the Business

STUPID SOFTWARE!
WON'T COMPILE;
EH??

S. Adams

*%!

S. Adams

WE CALL IT "CODE RAGE." I'M SEEING A LOT OF IT LATELY.

6/4/98 © 1998 United Feature Syndicate, Inc.

I DON'T SEE WHY OUR WEB PAGES NEED URLS. GET RID OF THEM.

S. Adams

DID THAT MAKE ANY SENSE AT ALL?

YES, IT'S BRILLIANT.

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GIVE ME A MONTH AND I'LL REPLACE OUR URLS WITH UNIFORM RESOURCE LOCATORS.

PERFECT.

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ARE YOU WORKING TWICE AS FAST SINCE I DOUBLED YOUR STAFF?

S. Adams

I'VE CODED TWELVE MODULES... BARRY IS ON A JOURNEY OF DISCOVERY WHERE HE WILL FIND OUT MY MOUSE IS NOT A MICROPHONE

HELLO! ANYBODY!

S. Adams

THAT WOULD EXPLAIN WHY NOBODY EVER COMMENTS ON MY ANNOUNCEMENTS OVER THE P.A. SYSTEM.

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COMPUTER HOLY WARS

HOLD IT RIGHT THERE, BUDDY.

S. Adams

THAT SCRUFFY BEARD... THOSE SUSPENDERS... THAT SMUG EXPRESSION...

S. Adams

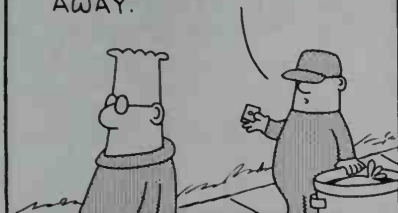
YOU'RE ONE OF THOSE CONDESCENDING UNIX COMPUTER USERS!

HERE'S A NICKEL, KID. GET YOURSELF A BETTER COMPUTER.

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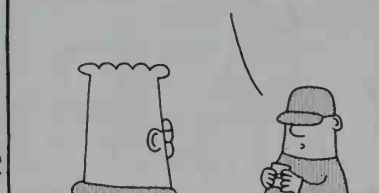


I COULDN'T HELP NOTICING THE BUGS IN THE PROGRAM ON THIS OLD DISKETTE YOU THREW AWAY.



S. Adams

I FIXED THE BUGS AND TIGHTENED THE CODE FROM TWELVE THOUSAND LINES TO SIXTEEN.



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IT TOOK ME THREE MONTHS TO WRITE THAT PROGRAM.

I TOOK THE LIBERTY OF UPDATING YOUR RESUME. I'M GUESSING YOU'LL NEED IT SOON.



I DON'T HAVE ANY MEETINGS TODAY.



S. Adams

I'LL CHANGE ALL MY SOFTWARE SETTINGS UNTIL SOMETHING DOESN'T WORK.



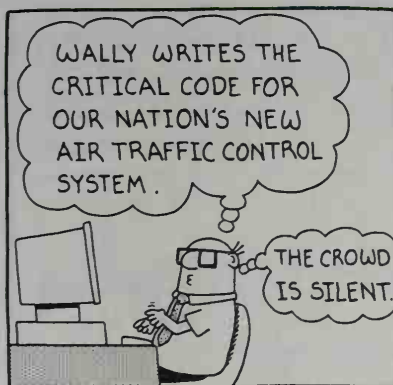
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KEEP UP THE GOOD WORK.

KEEP UP THE GOOD MANAGING.



WALLY WRITES THE CRITICAL CODE FOR OUR NATION'S NEW AIR TRAFFIC CONTROL SYSTEM.



S. Adams

THE CROWD IS SILENT.

SUDDENLY THE GIFTED PROGRAMMER EMPLOYS A RARELY SEEN STRATEGY OF "CODE REUSE."



THE CROWD GOES WILD.

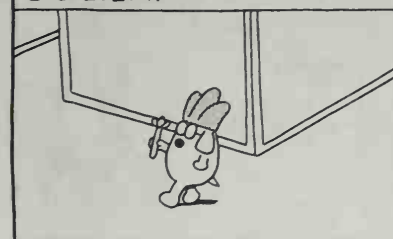
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SO YOU USED CODE FROM THE PAYROLL SYSTEM?

HERE'S A TIP: DON'T FLY ON PAY DAY.



SAINT DOGBERT ENTERS THE LAND OF CUBICLES SEARCHING FOR THE DEMONS OF STUPIDITY.



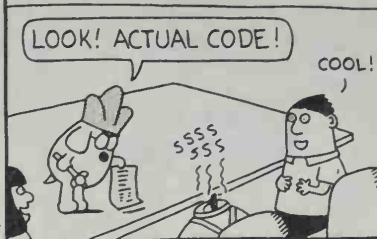
S. Adams

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



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

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



LOOK! ACTUAL CODE!

COOL!

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DILBERT Gives You the Business





I USED TO WRITE PROGRAMS USING PUNCH CARDS... BUT I'D RATHER BE FISHING...



S. Adams

LOOK, YOU BEARDED ROAD APPLE, IF YOU ANSWER ONE MORE OF MY QUESTIONS WITH AN IRRELEVANT STORY I'LL SNAP YOU INTO NEXT WEEK!!

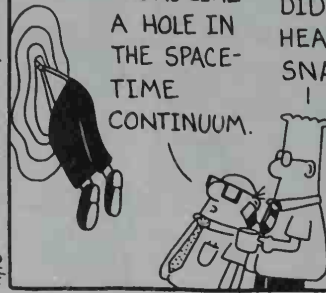


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SOMETIME NEXT WEEK...

LOOKS LIKE A HOLE IN THE SPACE-TIME CONTINUUM.

DID YOU HEAR A SNAP?



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



S. Adams

YAHOO! WE'RE RICH

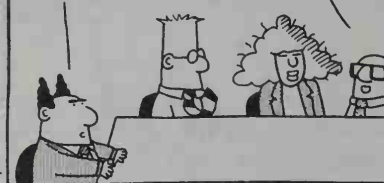
YES!!! YES!!! YES!!!



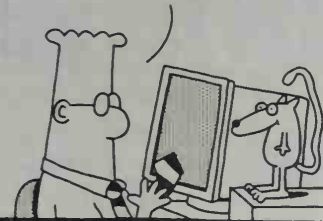
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I HOPE THIS DRIVES THE RIGHT BEHAVIOR.

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

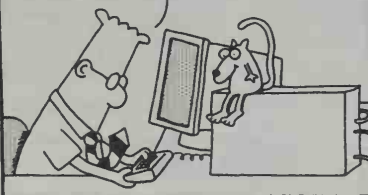


THE COMPANY PAYS ME TEN DOLLARS FOR EVERY BUG I FIX IN MY CODE, RATBERT.



S. Adams

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



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HOW AM I DOING?

NOT SO GOOD. YOU JUST AUTHORED A WEB BROWSER.



I MOVED OUR SOFTWARE DEVELOPMENT WORK TO THE IMPOVERISHED NATION OF ELBONIA.



S. Adams

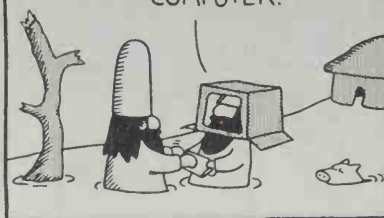
I'M BRILLIANT. THEY WRITE HIGH-QUALITY CODE FOR SIX CENTS A DAY! THERE'S NO RISK!



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ELBONIA

TOMORROW, YOU BE THE COMPUTER.





DILBERT Gives You the Business

I HEARD THAT OUR SOFTWARE DEVELOPMENT WORK HAS BEEN MOVED TO THE TINY NATION OF ELBONIA.



THINGS CAN'T GET WORSE THAN THAT.



S. Adams

DILBERT, YOU'RE IN CHARGE OF INTEGRATING THE ELBONIAN'S SOFTWARE WITH OUR EXISTING SYSTEMS.



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OKAY, NOW IT CAN'T GET ANY WORSE.

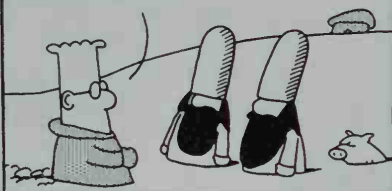


YOU MIGHT WANT TO GET A TUBERCULOSIS VACCINATION.



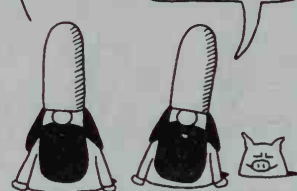
SOMEWHERE IN ELBONIA

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.



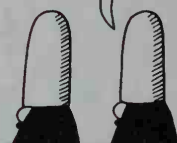
IS THAT A PROBLEM?

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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.



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.

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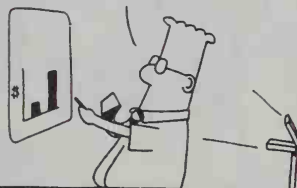
AT THE LAST MINUTE WE SLAM OUT SOME CODE AND GO ROLLER SKATING.



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



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.



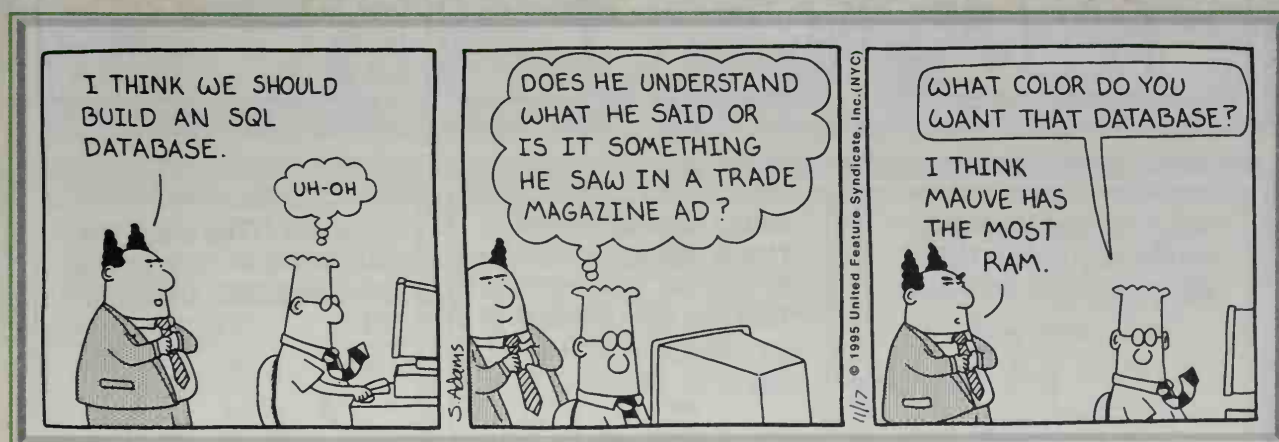
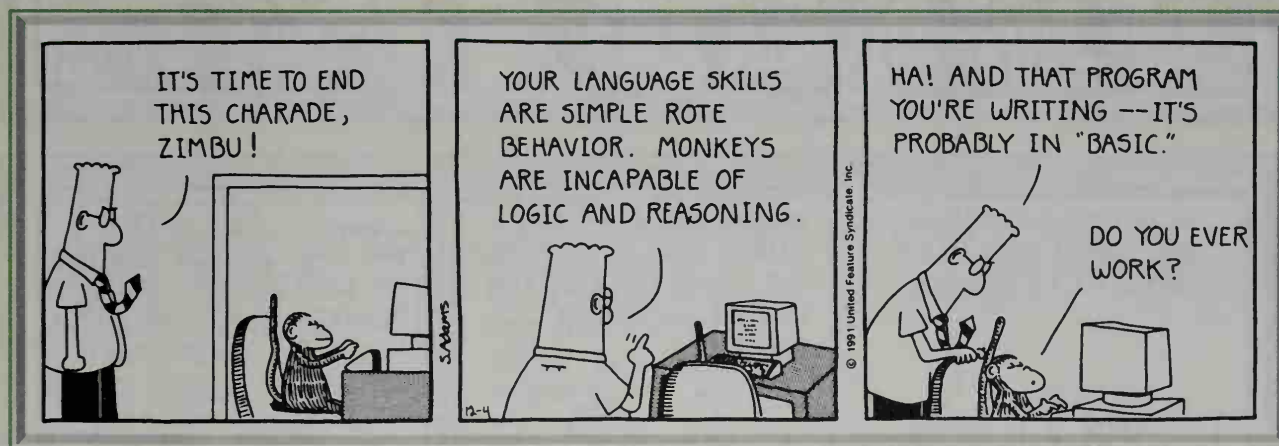
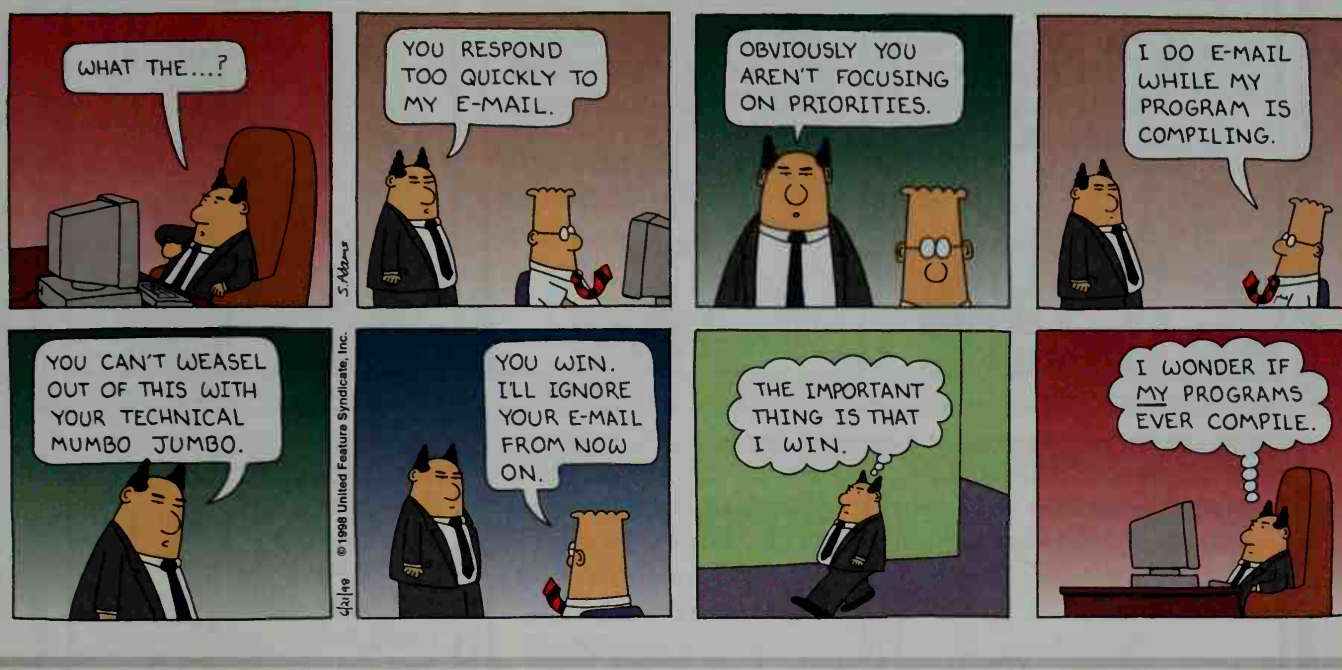
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AND THE ENTIRE STAFF OF OUR QUALITY ASSURANCE GROUP QUIT TO BECOME MIMES.



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







DILBERT Gives You the Business



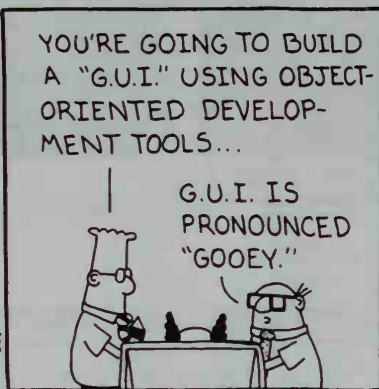
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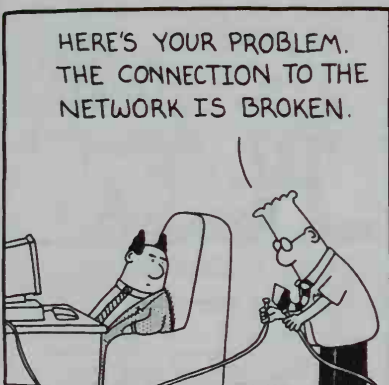
2-1



S. Adams



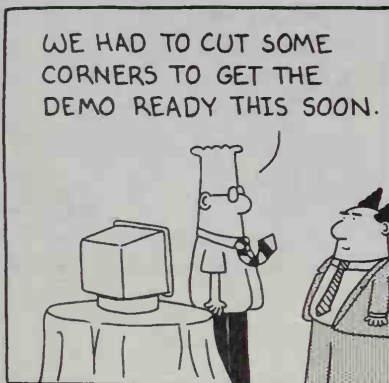
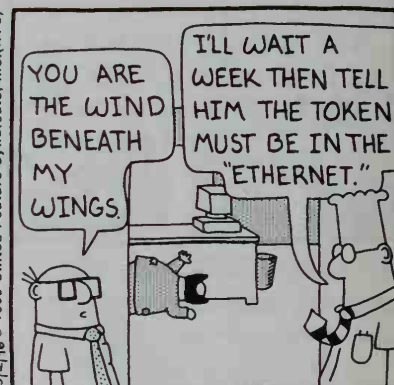
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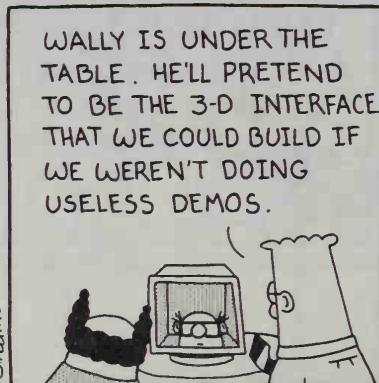
S. Adams



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S. Adams



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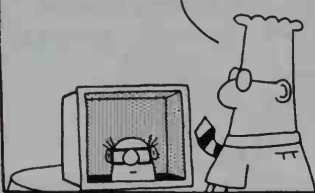


OUR NEW VP IS COMING. IS THE DEMO OF OUR HOLOGRAPHIC INTERFACE READY?



S. Adams

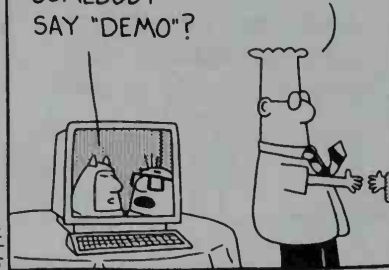
EVERYTHING SHOULD BE FINE... UNLESS WE'RE SUDDENLY VISITED BY THE DARK ANGEL OF PRODUCT DEMOS...



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HELLO-O-O, WALLY. DID SOMEBODY SAY "DEMO"?

I'M DILBERT; LOYAL PEON.

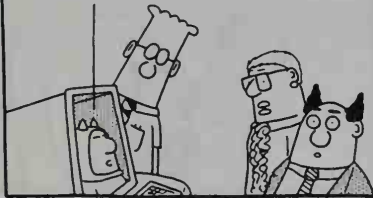


WE PLANNED A DAZZLING DEMO FOR YOU, BUT AS YOU CAN SEE WE'RE BEING VISITED BY THE DARK ANGEL OF DEMOS.



S. Adams

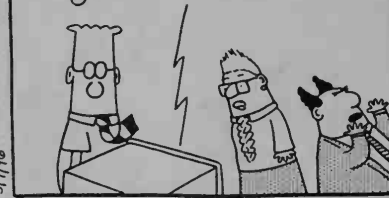
THE DEMO IS A SHAM. THEIR PROJECT IS DOOMED. CUT THEIR FUNDING BEFORE YOUR NAME IS ASSOCIATED WITH IT.



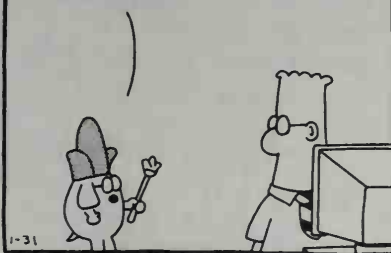
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THE WORST IS OVER.

LOOK AT SOME OF THE PICTURES THE "BOYS" STORE ON THE FILE SERVER.



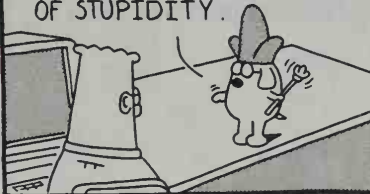
I DECLARE MYSELF THE PATRON SAINT OF TECHNOLOGY.



1-31

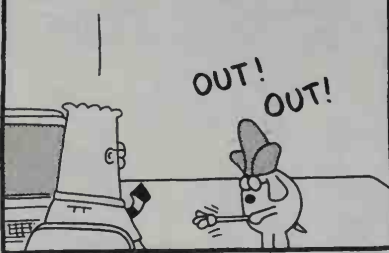
S. Adams

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



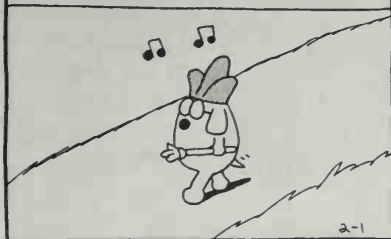
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I DON'T THINK I'VE SEEN YOUR SPIRITUAL SIDE BEFORE.



OUT! OUT!

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



2-1

S. Adams

HE HAPPENS ACROSS A SOFTWARE DEVELOPER.

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



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

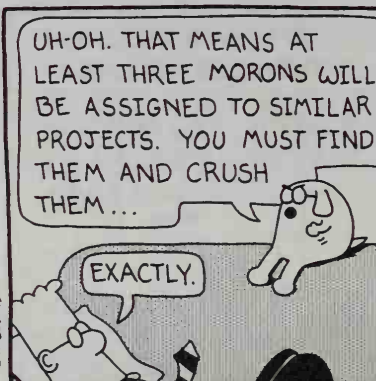
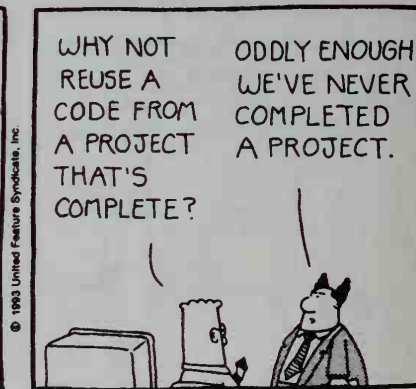
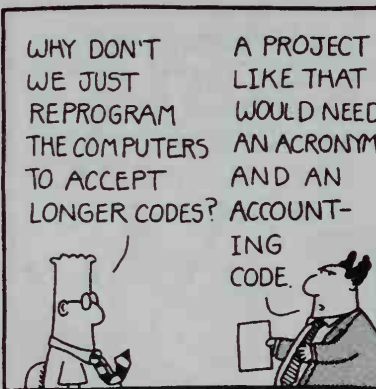
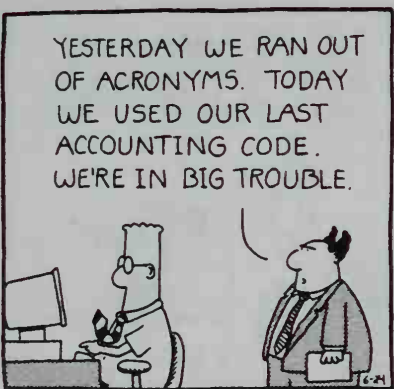
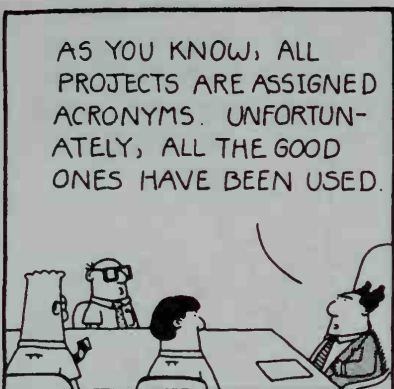
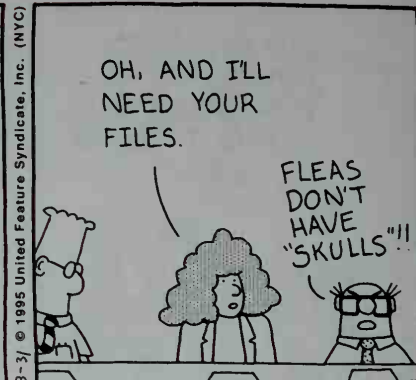
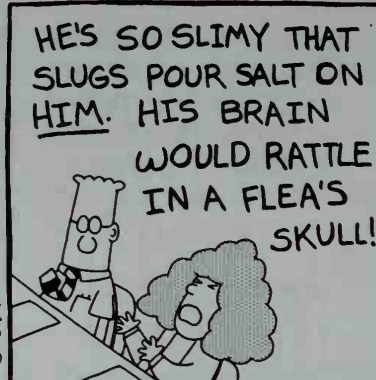
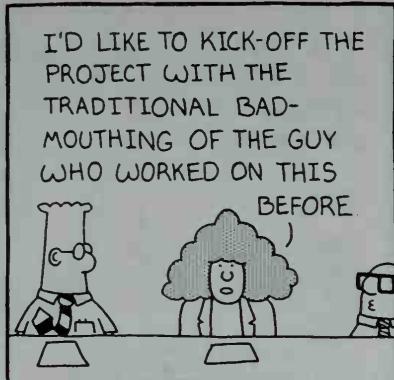
PERFECT.



OUT! OUT!



DILBERT Gives You the Business





DOGBERT, I NEED YOU TO FACILITATE SOME MEETINGS.

WHAT KIND OF MEETINGS?

WE'RE CREATING A PROCESS TO FIX OUR PRODUCT DEVELOPMENT PROCESS. BUT FIRST WE'RE HAVING SOME PREPLANNING MEETINGS...

...TO DECIDE ON A PROJECT NAME.

HOW ABOUT "DEATH SPIRAL"?

I PUT TOGETHER A TIME LINE FOR YOUR PROJECT.

I STARTED BY REASONING THAT ANYTHING I DON'T UNDERSTAND IS EASY TO DO.

PHASE ONE: DESIGN A CLIENT-SERVER ARCHITECTURE FOR OUR WORLD-WIDE OPERATIONS. TIME: SIX MINUTES.

AT FIRST I THOUGHT YOU COMMITTED ME TO AN IMPOSSIBLE DEADLINE. BUT I HAVE A THEORETICAL SOLUTION.

IT INVOLVES FLYING AROUND THE EARTH SO FAST THAT I TRAVEL BACK TO THE PAST.

AND THEN YOU'LL HAVE ENOUGH TIME?

NO, THEN I'LL GIVE YOUR PARENTS THIS PAMPHLET ON CONTRACEPTION.

I HAD TO MAKE SOME OPTIMISTIC ASSUMPTIONS TO MEET THE REVENUE TARGET.

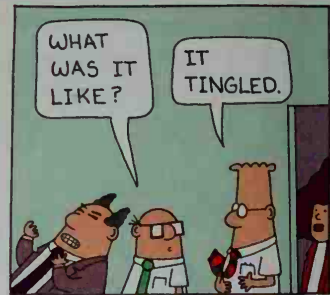
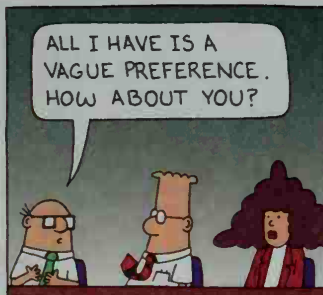
IN WEEK THREE, WE'RE VISITED BY AN ALIEN NAMED D'UTOX INAG WHO OFFERS TO SHARE HIS ADVANCED TECHNOLOGY.

THEN DO WE USE HIS TECHNOLOGY TO DESIGN OUR NEW PRODUCT?

NO, WE KILL HIM AND SELL THE AUTOPSY VIDEO.



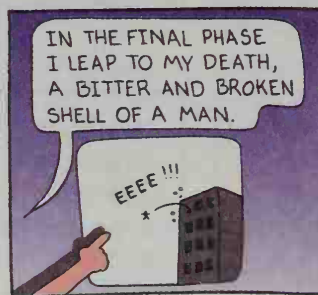
DILBERT Gives You the Business



S. Adams
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S. Adams



S. Adams
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I'VE DECIDED TO
GET MORE INVOLVED
WITH YOUR PROJECT.

UH-OH.

UH-OH.

I'M JUST GOING
TO ROLL UP MY
SLEEVES AND
PITCH IN.

DOES ANYBODY
KNOW HOW TO
WORK THESE
BUTTONS?

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OUR ORIGINAL PROJECT
TIME LINE WAS TWELVE
MONTHS... BUT SINCE
YOU PITCHED IN TO
HELP...

I DON'T HAVE AN EXACT
END DATE, BUT IT'S
ROUGHLY THE SAME
TIME THAT THE SUN
BECOMES A COLD DARK
CHUNK OF COAL
THE SIZE
OF YOUR
FOREHEAD.

WE'LL
NEED
FLASH-
LIGHTS.

AND SWEATERS.
IT COULD GET
NIPPY.

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THE PROBLEM...

WE'RE SO UNDER-
STAFFED THAT THE
PROJECT IS SIX
WEEKS BEHIND
SCHEDULE.

THE ANALYSIS...

I CAN'T ADD PEOPLE..
I CAN'T CHANGE THE
DUE DATE... I CAN'T
IGNORE IT.

THE RESULT...

HE WANTS DAILY
STATUS REPORTS
UNTIL THE SITUATION
IMPROVES.

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2/17

I COULD GIVE YOU
MARKETING'S APPROVAL
RIGHT NOW...

OR I COULD FLEX MY
VICE PRESIDENTIAL
POWER AND SEND YOU
TO GATHER MORE
USELESS DATA... MY EGO
WOULD EXPAND
AND I'D BE A
MAJOR STALLION
WITH MY WIFE
TONIGHT.

DO YOU
THINK
YOU CAN
TOP THAT?

I'LL TRY, SIR.
WHAT'S YOUR
WIFE'S
ADDRESS?

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DILBERT Gives You the Business

I NEED YOUR APPROVAL ON MY BUSINESS CASE, TOM.



S. Adams

I'LL WEDGE IT IN HERE SO YOU CAN CLAIM YOU NEVER SAW IT WHEN I ASK ABOUT IT NEXT WEEK.



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THE WEIRD PART IS THAT I CAN FEEL PRODUCTIVE EVEN WHEN I'M DOOMED.

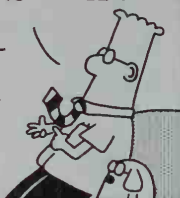


TODAY I DISTRIBUTED 36 COPIES OF MY BUSINESS CASE TO VARIOUS MANAGERS FOR APPROVAL.



S. Adams

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

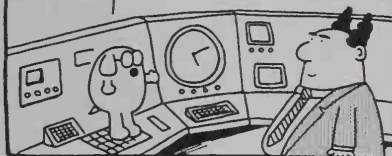


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WHEN I DIE I WANT TO BE BURIED, NOT CREMATED, SO I CAN AT LEAST MAKE ONE LASTING IMPRESSION ON THE EARTH.



THANKS TO MY LEADERSHIP, THE NEW AIR TRAFFIC CONTROL SYSTEM IS DESIGNED ON TIME AND UNDER BUDGET.



S. Adams

I HAD TO CUT A FEW CORNERS. THIS BIG RADAR-LOOKING THING IS A WALL CLOCK. AND MOST OF THE BUTTONS ARE GLUED ON.



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IT LOOKS LIKE IT MIGHT BE UM... DANGEROUS.

GREAT... I FINISH EARLY AND WHAT DO I GET: "FEATURE CREEP."



I HAVE DISCOVERED THE CAUSE OF YOUR PROJECT DELAYS.



S. Adams

SOMEBODY IN THIS ROOM IS A PIECE OF DEADWOOD PRETENDING TO BE A CONTRIBUTOR!

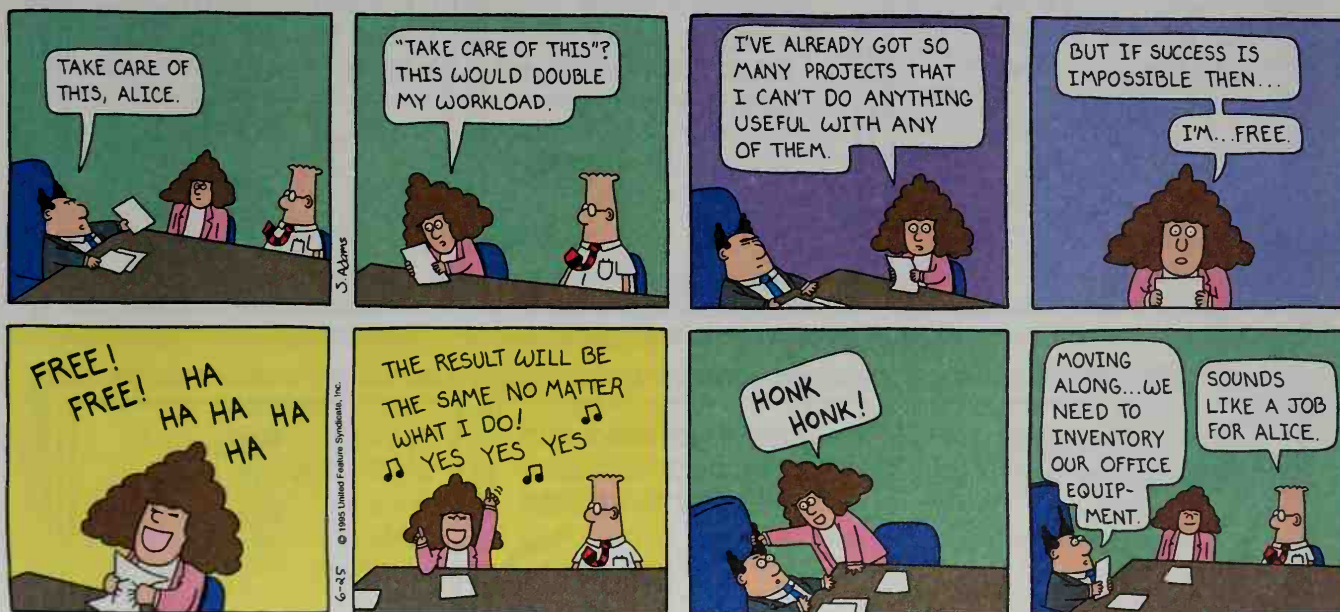
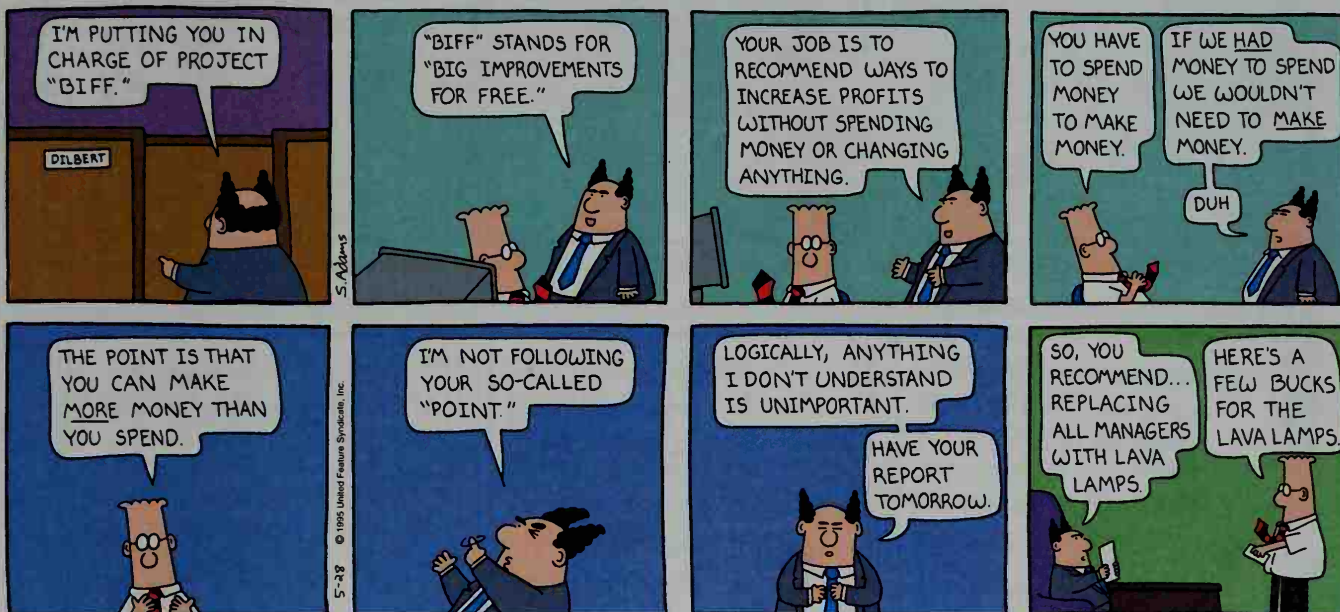


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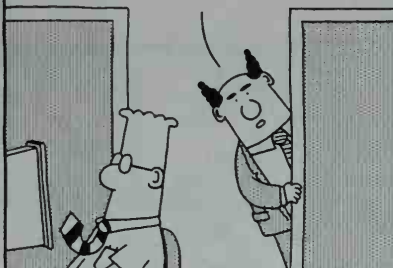
IT IS YOU!

HEY, I MADE SOME CALLS AND I'M WAITING FOR INFORMATION!





COULD YOU DO A DEMO OF THE NEW PRODUCT FOR OUR VP NEXT WEEK?



WELL... THAT WOULD DELAY THE SHIP DATE, LOWER MORALE AND CREATE AN UNENDING DEMAND FOR MORE UNPRODUCTIVE DEMOS...



LOGICALLY, SINCE YOUR OBJECTIVE IS TO SHOW THAT WE'RE DOING VALUABLE WORK...



AND WE'LL NEED A BANNER THAT SAYS "QUALITY."



YOUR NEW PROJECT WILL HAVE NO BUDGET AND NO MANAGEMENT SUPPORT. EXPECT TO SPEND MOST OF YOUR TIME GIVING STATUS REPORTS.



OH NO! THE LIFE FORCE HAS BEEN DRAINED OUT OF ME! I'M BECOMING A DAMP RAG !!!



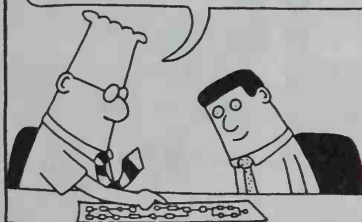
THAT'S AMAZING.



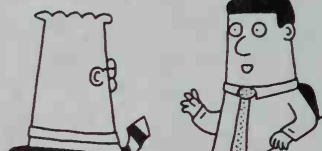
IT'S NOTHING. I DID EIGHTEEN AT ONCE AT THE EMPLOYEE EMPOWERMENT BRUNCH.



AT THIS PHASE, THE PROJECT WILL BE REVIEWED BY A WORTHLESS MANAGER.



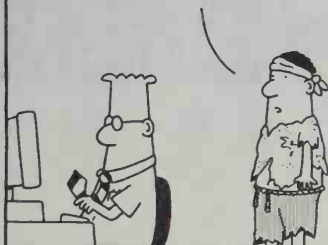
HEE-HEE! I WONDER IF HE KNOWS WHAT PEOPLE SAY ABOUT HIM.



WHY ARE YOU MARKING IT "DONE"? DID YOU DECIDE TO SKIP THAT PHASE?



I'M THE RAG MAN FROM PROJECT LUSER.



BUDGET CUTS HAVE HIT OUR PROJECT HARD. I'M FORCED TO BEG FOR RESOURCES.



I CAN SPARE SOME PENCIL SHAVINGS.

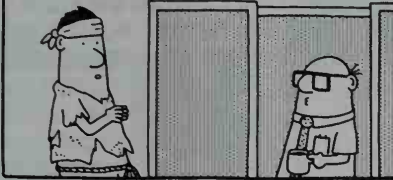


EXCELLENT! WE MAKE COFFEE OUT OF THAT.





CAN YOU SPARE ANY OFFICE SUPPLIES? I'M ON AN UNDERFUNDED PROJECT.



HOW ABOUT A THREE-RING BINDER WITH ONE RING?



I'LL MELT INTO THE BACKGROUND AND LET YOU GET BACK TO YOUR PALACE AND YOUR FANCY COFFEE.



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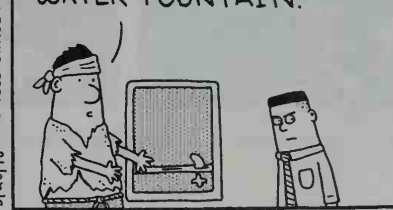
I HATE BEING ON AN UNDERFUNDED PROJECT.



CAN YOU SPARE SOME RESOURCES, LADY? HOW ABOUT THAT INTERN? ARE YOU USING HIM?



FIRST YOU HAVE TO LEARN HOW TO GIVE YOURSELF A SPONGE BATH AT THE WATER FOUNTAIN.



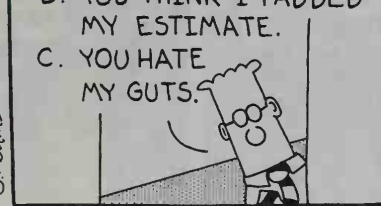
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I TOLD YOU THIS PROJECT WOULD TAKE A YEAR. BUT ON MY OBJECTIVES YOU SAY I MUST HAVE IT DONE IN THREE MONTHS.



WHICH OF THESE REASONS BEST DESCRIBES WHY:

- A. YOU HAVE GREAT CONFIDENCE IN ME.
- B. YOU THINK I PADDED MY ESTIMATE.
- C. YOU HATE MY GUTS.



WE DON'T REALLY NEED THE PROJECT. IT'S JUST A WAY TO KEEP RAISES LOW.



I JUST FELT A LITTLE DIP IN MY MOTIVATION.

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WALLY, I'VE DECIDED TO MOVE YOUR PROJECT DUE DATE UP A MONTH.



EVERY TIME IT LOOKS LIKE I'LL REACH AN OBJECTIVE, YOU MOVE IT! WHAT DOES THIS PROVE ABOUT MY PERFORMANCE?



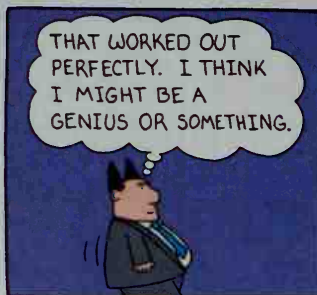
IT PROVES I'M BETTER AT SETTING OBJECTIVES THAN YOU ARE AT ACHIEVING THEM.



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DILBERT Gives You the Business



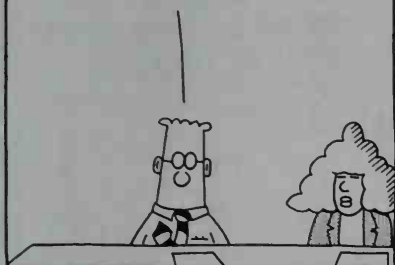
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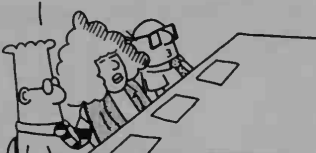


THE PROJECT STATUS IS "YELLOW LIGHT."



S. Adams

IN USER TESTS WE FOUND THAT THE PRODUCT LOCKS UP EVERY TWELVE SECONDS. THE INTERFACE IS INCOMPREHENSIBLE AND THE MANUAL IS PURE FICTION.



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I THINK IT'S CLEAR WHAT WE NEED TO DO...

SHIP IT AND HOPE SOMEBODY WRITES A "DUMMIES" BOOK ABOUT IT?

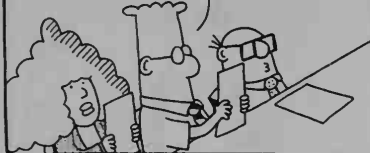


IT LOOKS LIKE WE'LL RELEASE OUR NEW PRODUCT ON TIME, DESPITE ITS MANY DEFECTS.



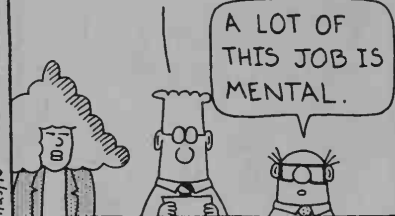
S. Adams

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.

I'M PUTTING YOU IN CHARGE OF AN IMPORTANT PROJECT WHICH IS FULLY FUNDED.



S. Adams

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



5-16

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THE TRICK IS TO KEEP A PROTECTIVE RING OF SUCK-UPS AROUND AT ALL TIMES.



ZIP!

THANK YOU ALL FOR COMING TO THE PROJECT KICK-OFF MEETING.



S. Adams

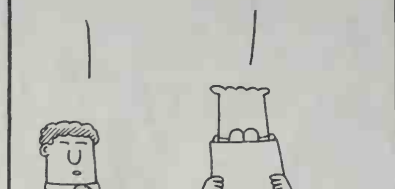
AS PROJECT MANAGER I'VE DECIDED TO NOT TELL YOU THE PURPOSE OF THE PROJECT. THAT WAY IT WILL BE HARDER FOR YOU TO SABOTAGE IT.



5-17

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DOES IT REQUIRE ANY SUPER-FAST MICRO-CHIPS?



GOOD LORD, NO. DON'T BUILD ANY OF THOSE... BY TUESDAY



DILBERT Gives You the Business

HOW'S YOUR PROJECT COMING ALONG?



S. Adams

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

5-20



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I FEEL LIKE I SHOULD BE DOING SOMETHING HERE.



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



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



S. Adams

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



5-21

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SO, WHAT ARE THE CHANGES?

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



I WAS JUST READING YOUR PROJECT STATUS REPORT.



S. Adams

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



5-24

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



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



5-25

S. Adams

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



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





RATBERT, MY COMPANY IS HIRING FOR OUR QUALITY ASSURANCE GROUP. YOU'D BE PERFECT.

WHAT WOULD I HAVE TO DO?



YOU WOULD FIND FLAWS IN OUR NEW PRODUCT, THUS MAKING YOURSELF AN OBJECT OF INTENSE HATRED AND RIDICULE.



BUT THEN YOU'D FIX THOSE FLAWS... AND YOUR RESPECT FOR ME WOULD GROW INTO A SPECIAL BOND OF FRIENDSHIP, RIGHT?!

NO, THEN WE SHIP.



I'D BE PERFECT FOR THE JOB IN QUALITY ASSURANCE. HERE'S MY RESUME.



ARE YOU BOTHERED BY THE FACT THAT HALF OF YOUR WORDS ARE SPELLED WRONG?

NOPE! I'M NOT EVEN BOTHERED BY YOUR ANAL-RETENTIVE BEHAVIOR.



YOU'RE HIRED. YOUR BONUS WILL EQUAL NEGATIVE 100% OF YOUR BASE SALARY. OKAY?

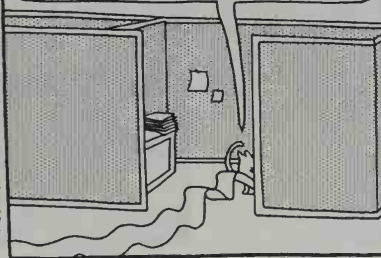
I DON'T SEE ANY PROBLEM WITH THAT.



MY QUALITY ASSURANCE REVIEW OF YOUR BETA PRODUCT TURNED UP A FEW BUGS, WALLY.



I'VE CLASSIFIED THE BUGS BY SEVERITY: 1) LETHAL, 2) BONEHEADED, 3) VEXING.



ALL I SEE ARE LETHAL AND VEXING. WHERE'S BONEHEADED?

I'M TRYING TO RENT A STADIUM TO HOLD THE PRINTOUT.



IN THE SHORT TIME YOU'VE WORKED IN QUALITY ASSURANCE, YOU'VE FOUND A HUGE NUMBER OF FLAWS IN OUR PROTOTYPE.



THAT'S MY JOB!



YOU'RE JEOPARDIZING OUR SCHEDULE. THE ENTIRE PROJECT WILL FAIL AND IT'S ALL YOUR FAULT.



WHY IS IT MY FAULT?



IF A TREE FALLS IN THE FOREST... AND WE'VE ALREADY SOLD THE TREE... DOES IT HAVE QUALITY?

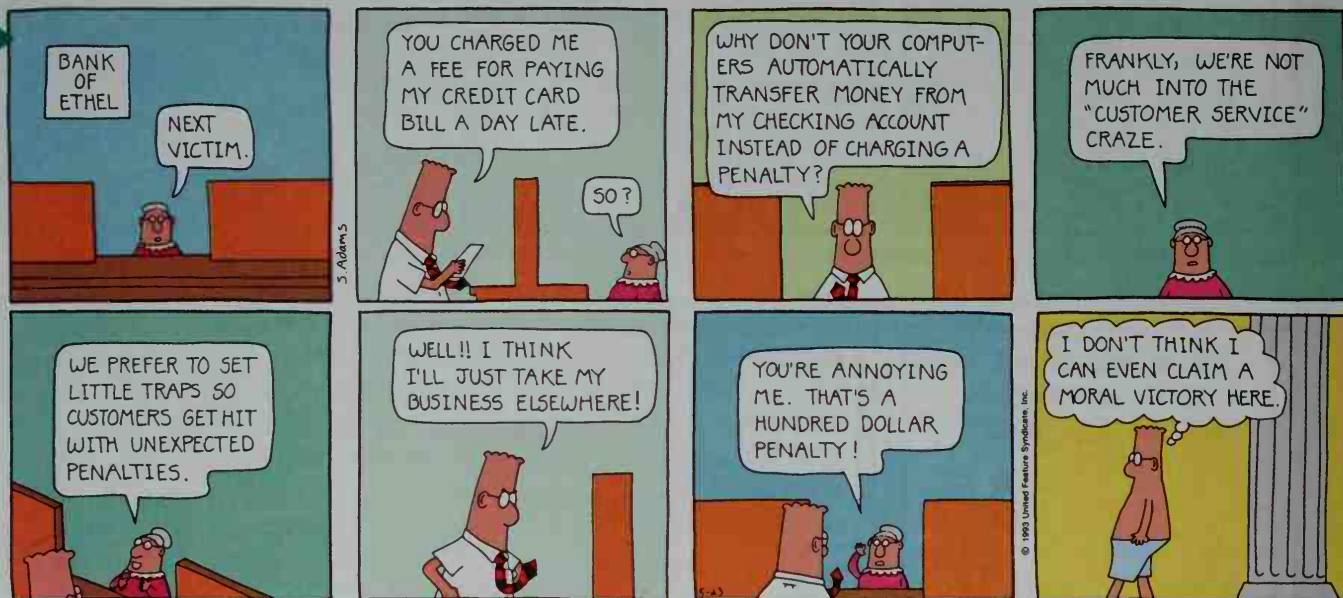


HOW MANY ANGELS CAN DANCE ON YOUR HEAD?



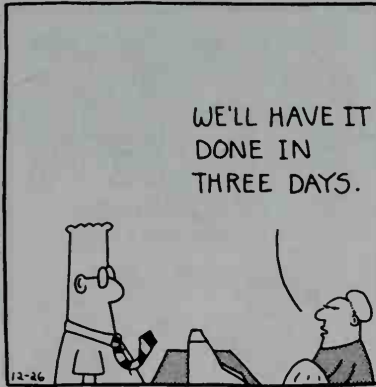
DILBERT Gives You the Business

RETAIL AND SERVICE JOBS

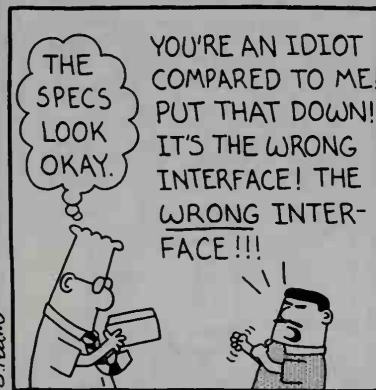




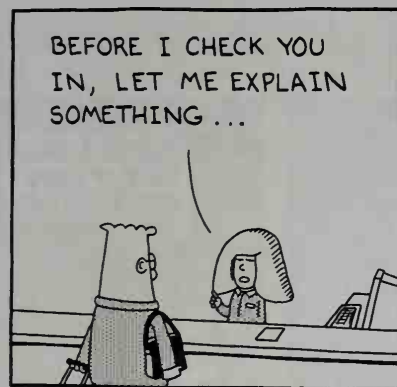
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S. Adams



12-26



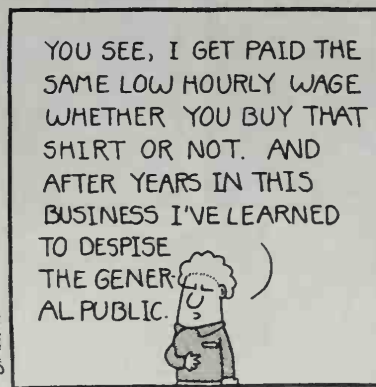
THE SIGN SAYS "WHILE YOU WAIT."



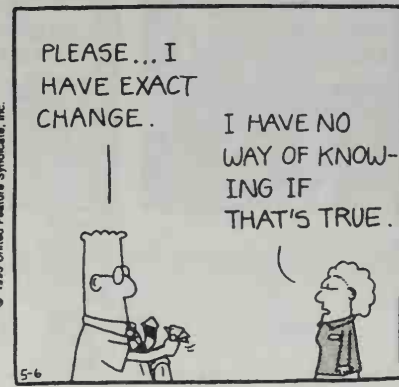
DO YOU THINK YOU'LL STOP WAITING AFTER TWO DAYS?



NO, YOU FOOL. THAT MODEM WILL NEVER FIT YOUR NEED.



YOU'RE AN IDIOT COMPARED TO ME! PUT THAT DOWN! IT'S THE WRONG INTERFACE! THE WRONG INTERFACE!!!



IS HE ON COMMISSION?



YEAH, HE PAYS US A DOLLAR PER CUSTOMER.



BEFORE I CHECK YOU IN, LET ME EXPLAIN SOMETHING ...



YOU'RE HERE FOR A TECHNOLOGY CONFERENCE. I AM THE ONLY ATTRACTIVE WOMAN WHO WILL TALK TO YOU FOR DAYS. I AM NOT FREE FOR COFFEE LATER.



CAN I BRUSH YOUR HAND WHEN YOU GIVE ME THE KEY?



I'LL TOSS IT TO YOU.



CAN YOU HELP ME?



NO, I'M AFRAID I CAN'T.



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



PLEASE... I HAVE EXACT CHANGE.



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



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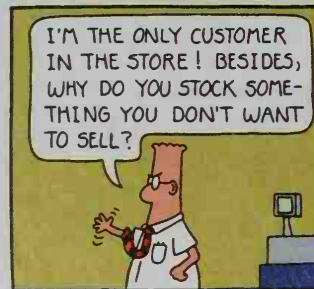
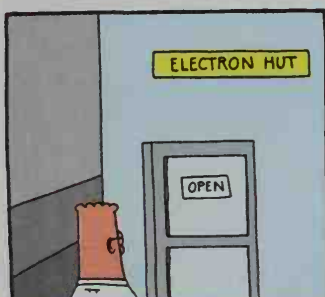
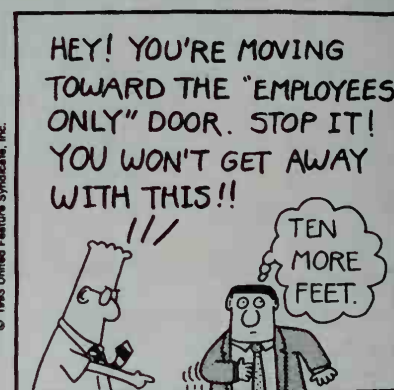
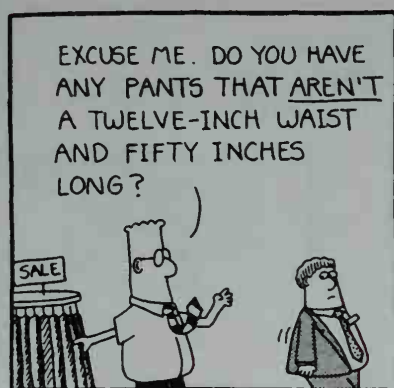
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5-6

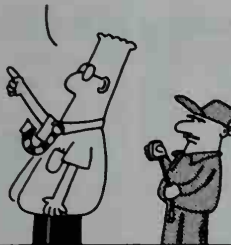


DILBERT Gives You the Business



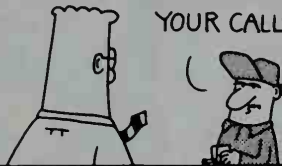


THE ROOF IS LEAKING THERE. CAN YOU FIX IT TOMORROW?



S. Adams © 1992 United Feature Syndicate, Inc.

WELL, LIKE ALL MEMBERS OF MY PROFESSION, I'M UNRELIABLE. HOWEVER, I COULD GIVE YOU A QUOTE AND THEN NEVER SHOW UP OR RETURN YOUR CALLS.



YOU'RE HIRED. NOBODY ELSE WOULD EVEN SHOW UP FOR THE QUOTE.

I DEPEND ON REPEAT CUSTOMERS.



I'D LIKE TO APPLY FOR A "BANK OF ETHEL" CREDIT CARD.

SIT DOWN AND SHUT UP.



S. Adams

IT'S 21% INTEREST PLUS SURPRISINGLY HIGH ANNUAL FEES. WE'LL DO A CREDIT CHECK AND A FULL BODY CAVITY SEARCH.



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... AND I HAD TO SMILE THE WHOLE TIME BECAUSE THEY WERE FILMING IT FOR THEIR TELEVISION ADS.

YOU HAVE TO ADMIRE THEIR ATTITUDE.

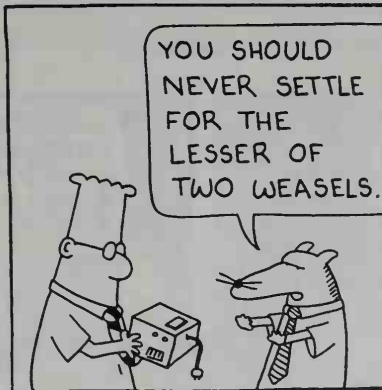


IT'S NICE, BUT THE WEASEL DOWN THE STREET IS SELLING IT FOR LESS.



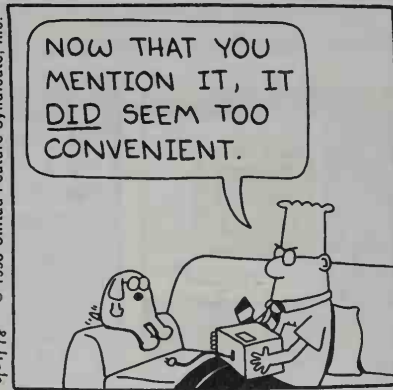
S. Adams

YOU SHOULD NEVER SETTLE FOR THE LESSER OF TWO WEASELS.



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NOW THAT YOU MENTION IT, IT DID SEEM TOO CONVENIENT.



I CANNOT ALLOW THIS WITHDRAWAL...



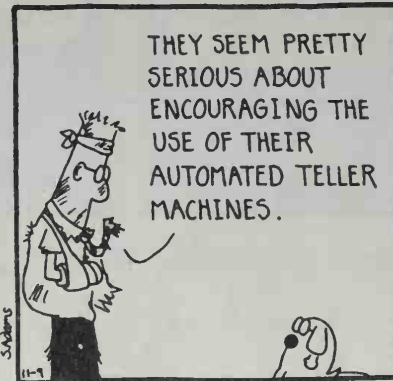
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UNLESS YOU DEFEAT ME IN HAND TO HAND COMBAT.



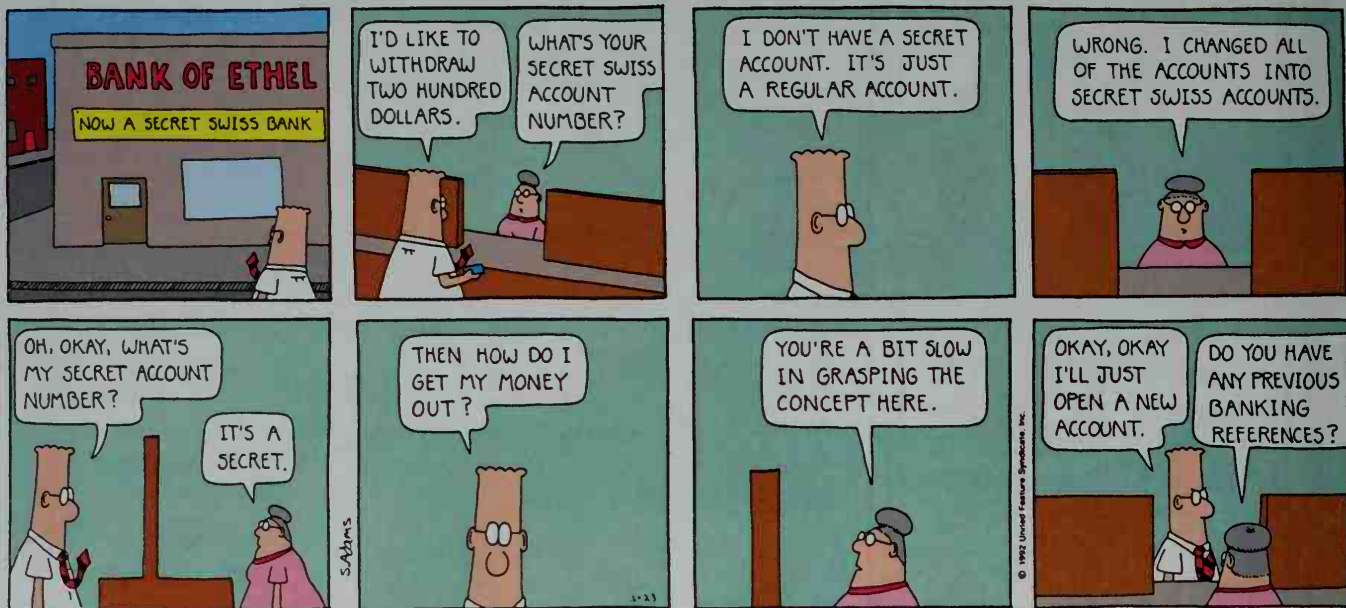
S. Adams

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



DILBERT Gives You the Business

RETAIL AND SERVICE JOBS





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S. Adams



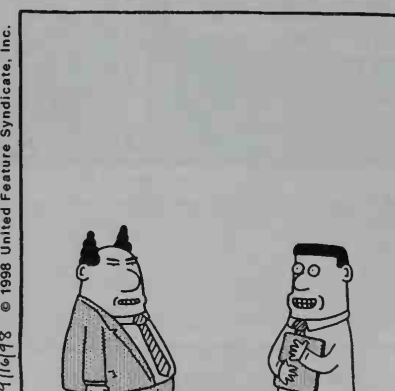
5-30



S. Adams



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SAFETY



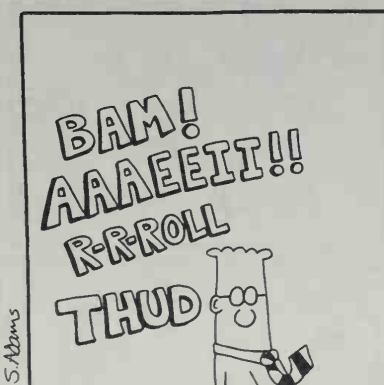
S. Adams



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S. Adams

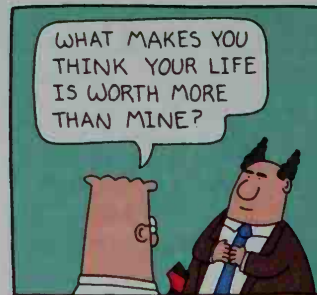
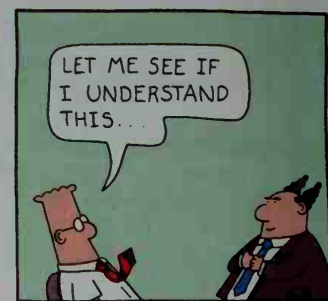


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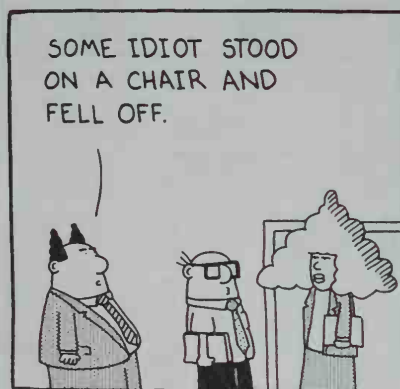




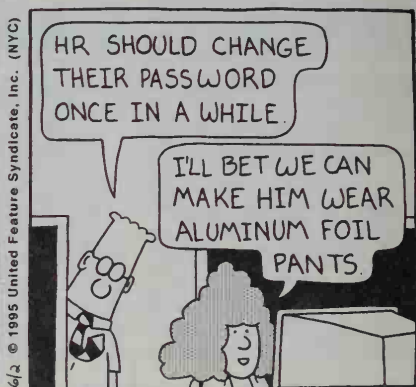
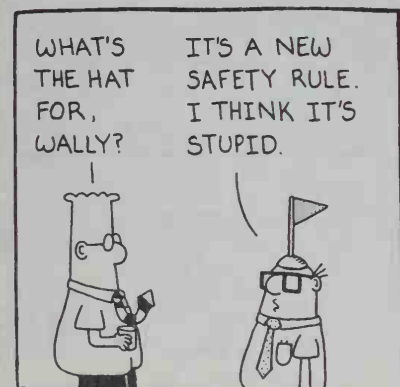
DILBERT Gives You the Business



S. Adams
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1-8



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SAFETY



I'M WITH THE CUBICLE POLICE. THIS IS A SAFETY VIOLATION.



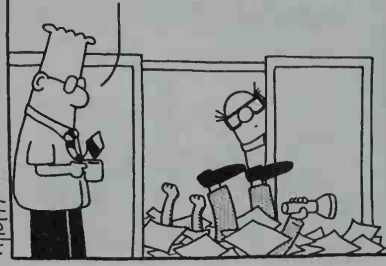
S. Adams

IT'S PERFECTLY SAFE UNLESS YOU TAP IT WITH A FLASHLIGHT OR A DOG JUMPS ON IT.

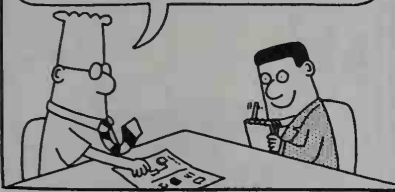


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THIS PLAYS RIGHT INTO MY THEORY THAT CUBICLES ARE LIVING ORGANISMS.



... AND WE'LL BUY A DOZEN OF THESE. WE'RE TRYING TO SPEND OUR BUDGET SO IT DOESN'T GET CUT NEXT YEAR.



S. Adams

THIS IS GREAT! YOU GUYS ARE SO DUMB THAT I DON'T EVEN HAVE TO USE MY FAKE PERSONALITY TO MAKE THE SALE!



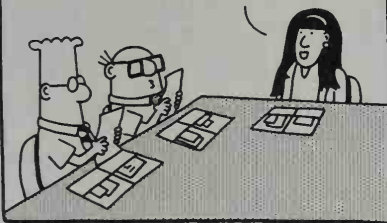
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... AND NINE OF THESE BLUE THINGS. THERE'S A FULL MOON ON THE HORIZON!



SALES

ON ONE HAND, MY COMPANY DOES USE INFERIOR TECHNOLOGY IN OUR PRODUCTS...



S. Adams

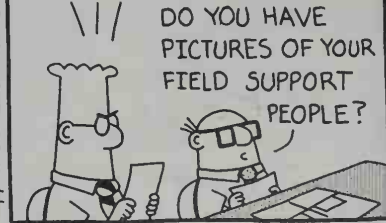
BUT ON THE OTHER HAND, I'M THE MOST ATTRACTIVE FEMALE WHO HAS PAID ATTENTION TO YOU THIS YEAR.



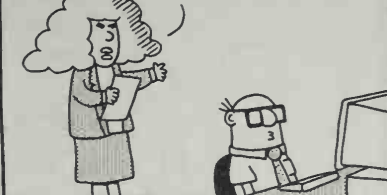
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WHAT KIND OF ENGINEERS DO YOU THINK WE ARE??!

DO YOU HAVE PICTURES OF YOUR FIELD SUPPORT PEOPLE?



I CAN'T BELIEVE YOU'RE RECOMMENDING THIS LOUSY VENDOR JUST BECAUSE THE SALES REP IS GORGEOUS.



S. Adams

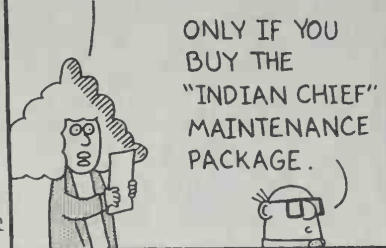
HERE'S A PICTURE OF THOR, THEIR FIELD ENGINEER.



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DOES HE REALLY WORK WITHOUT A SHIRT?

ONLY IF YOU BUY THE "INDIAN CHIEF" MAINTENANCE PACKAGE.





DILBERT Gives You the Business

SALES

YOUR EMPLOYEES HAVE RECOMMENDED A VENDOR WHO HAS AN ATTRACTIVE SALESPERSON.



J. Adams

BUT THE "DOGBERT TECHNOLOGY COMPANY" CAN PROVIDE YOU WITH A HARDWARE SOLUTION FOR HALF THE COST!



I'LL SAVE MONEY!

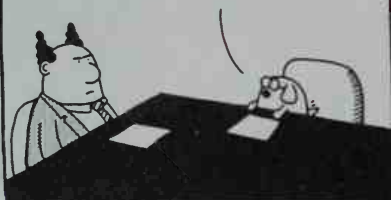
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WHAT IF I NEED TO UPGRADE LATER? IS IT EXPENSIVE?

I MUST HAVE LEFT THAT PRICE SHEET IN MY OTHER FUR.



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



J. Adams

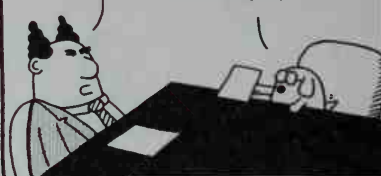
YOU COULD REPLACE IT WITH ANOTHER VENDOR'S SYSTEM, THUS SHOWING EVERYBODY YOU MADE A MISTAKE. OR YOU CAN PAY MY OUTRAGEOUS UPGRADE FEES.



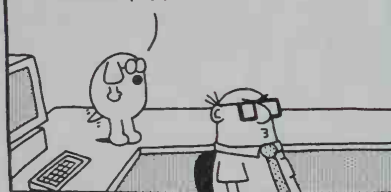
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HOW BIG A FOOL DO YOU THINK I AM?

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

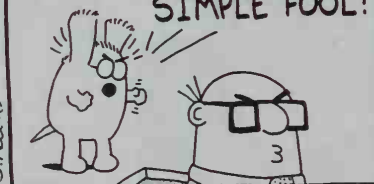


IT'S FUNNY - BEFORE YOUR COMPANY BOUGHT THAT CRITICAL SYSTEM FROM ME, YOU HAD ALL THE POWER...



J. Adams

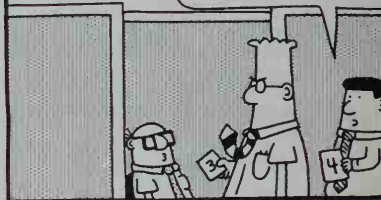
BUT NOW, ONLY I CAN PROVIDE ESSENTIAL UPGRADES!! I CALL THE SHOTS, YOU SIMPLE FOOL!!



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SEND IN THE NEXT EMPLOYEE.

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



I NEED EVERYBODY TO HELP IN THE SHIPPING DEPARTMENT TODAY.



J. Adams

EVERY PRODUCT THAT SHIPS BEFORE THE END OF THE MONTH GETS COUNTED AS REVENUE FOR THE FISCAL YEAR. UNFORTUNATELY, WE DON'T HAVE INVENTORY.



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SO WE'LL SHIP WHATEVER IS LYING AROUND, BOOK IT AS REVENUE AND SORT IT OUT LATER.

THIS ONE'S GETTING GUM.





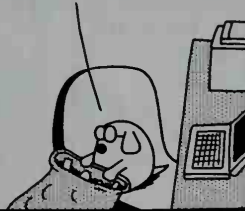
DOGBERT MEETS WITH
SOFTWARE DEVELOPERS

NOTE THE HUGE MARKET FOR
SOFTWARE THAT RUNS ON
THE "DOGBERT 2000"
OPERATING SYSTEM.



S. Adams

BUT WHO CARES? THE
IMPORTANT THING IS
THAT I BROUGHT A
BAG OF TOYS.



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SOME SAY THE COMPUTER
INDUSTRY IS BUILT ON
SILICON. I THINK FOAM
AND PLASTIC ARE EQUALLY
IMPORTANT.

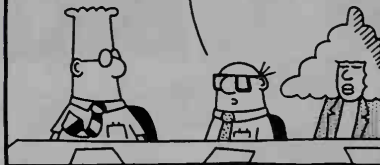


IN AN EFFORT TO BOOST
SALES, LAPTOP COMPUTERS
HAVE BEEN GIVEN TO
EVERY MEMBER OF THE
SALES FORCE.



S. Adams

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



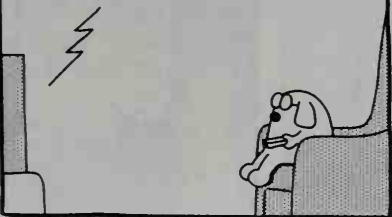
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MEANWHILE, IN THE FIELD

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

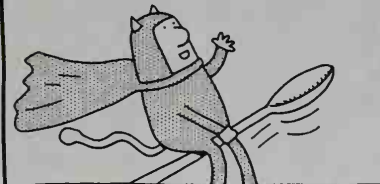


THIS IS PHIL, RULER OF
HECK, WITH A SPECIAL
OFFER FOR MY PATENTED
"EXERSPOON."



S. Adams

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



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

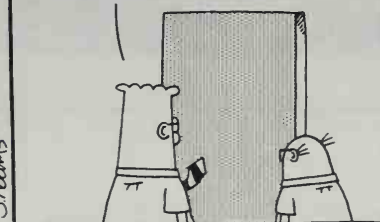


ALTHOUGH WE ARE
NOTHING BUT POND
SCUM IN THIS
COMPANY...



S. Adams

IT'S NICE TO KNOW WE
CAN STILL FIND SOMEONE
OF LOWER STATUS TO
TORMENT.



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YOU CALL THESE BROCHURES?
HOW CAN I EVEN CONSIDER
BUYING PRODUCTS FROM
A "VEN-DUH"
SUCH AS
YOU?

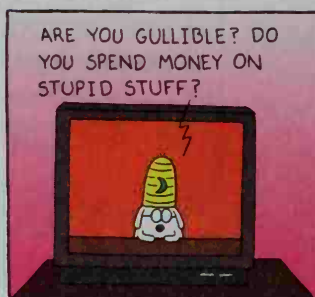


TELL ME
IF THIS
HURTS.



DILBERT Gives You the Business

SALES





TORMENTING THE VENDOR

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



S. Adams

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

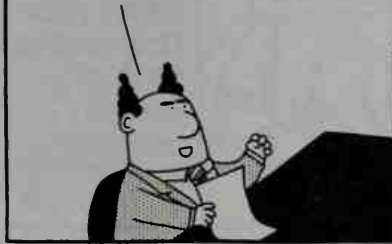


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YOUR COMPETITOR
COMPLETED THE
"VENDOR CHALLENGE
COURSE" IN 37
SECONDS. AND HE GAVE US
VERY NICE
T-SHIRTS.

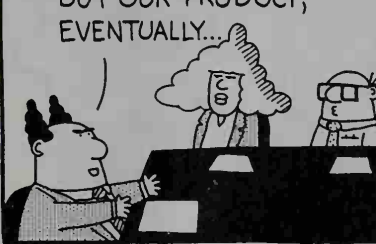


OUR NEW SLOGAN IS
"EVERYBODY IS IN
SALES."



S. Adams

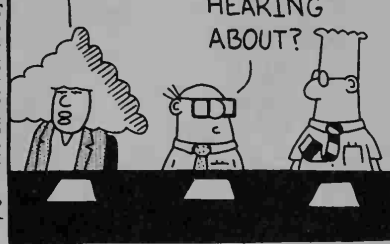
IMAGINE IF ALL OUR
EMPLOYEES CONVINCED
THEIR FRIENDS TO
BUY OUR PRODUCT,
EVENTUALLY...



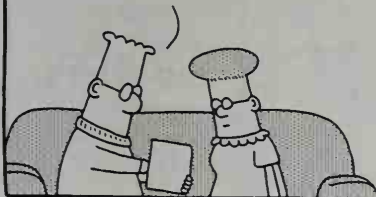
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... WE'D
HAVE NO
FRIENDS?

WHAT'S THIS
"FRIEND"
THING I KEEP
HEARING
ABOUT?



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



S. Adams

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



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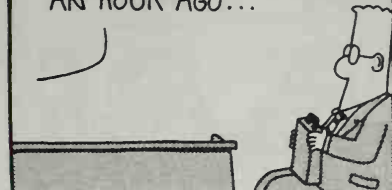
THIS IS
GOING
TO BE A
TOUGH
SALE.

HELLO-O-O!
EARTH TO
DILBERT!
THIS IS PACKET
DATA...



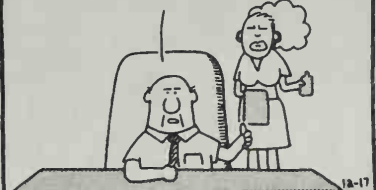
DILBERT THE SALESMAN ...

YOUR COMPETITOR
WAS HERE
AN HOUR AGO...



S. Adams

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



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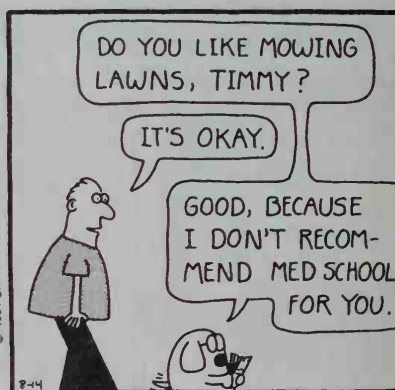
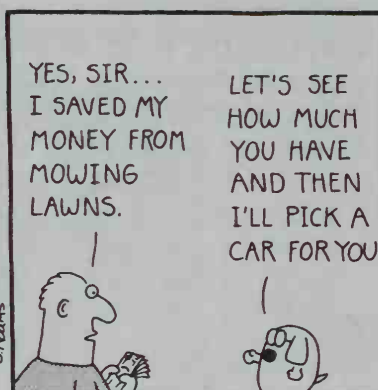
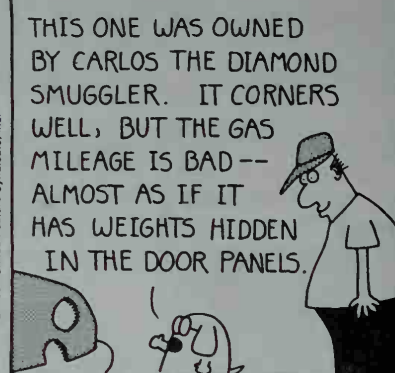
I'LL GIVE YOU MY HOUSE
FOR HELGA.

YOU'RE
NEW AT
THIS...





DILBERT Gives You the Business

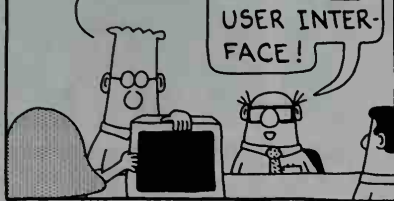




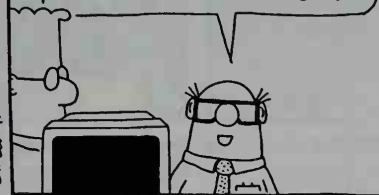
SALES CONFERENCE

HERE'S THE PRODUCT YOU'LL BE SELLING NEXT QUARTER.

IT HAS NO USER INTERFACE!



THAT MEANS NO BULKY USER MANUAL. AND NO LOSS OF FUNCTION DURING A POWER OUTAGE!



YOU WERE RIGHT. OUR SALES PEOPLE CAN'T DISTINGUISH GOOD FROM EVIL.

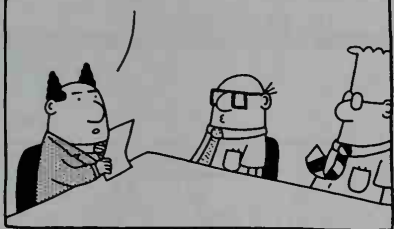
I STRAINED A SMILE MUSCLE.

CLAP
CLAP
CLAP
CLAP



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THE SALES FORCE WAS OFFERED A RETIREMENT BUYOUT PACKAGE OF FIFTY DOLLARS.



ONE HUNDRED PERCENT OF THE SALES FORCE ELECTED TO TAKE THE OFFER.



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I WONDER WHAT THEY KNOW THAT I DON'T KNOW.

THERE'S A HOLE WITH NO BOTTOM.



WHAT ARE YOU MAKING?

COMMEMORATIVE COLLECTIBLE PLATES.



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



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

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



YOU ALREADY OWN THE "ACORN SERIES" OF DOGBERT'S COMMEMORATIVE PLATES...



7-10

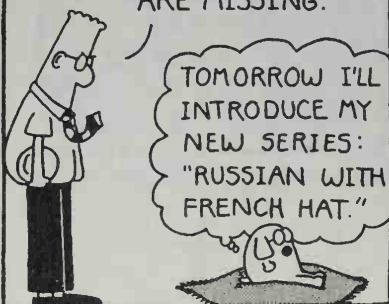
FOR A LIMITED TIME YOU MAY ALSO PURCHASE MY NEW ISSUE: THE "FRENCH GUY WITH A HAT" SERIES.



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MY ACORN PLATES ARE MISSING.

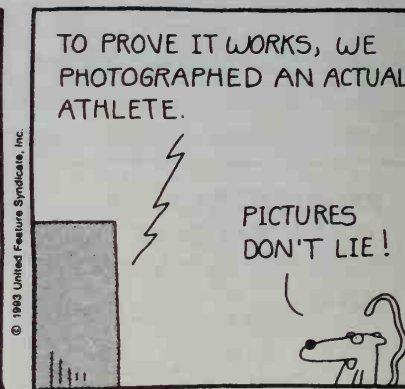
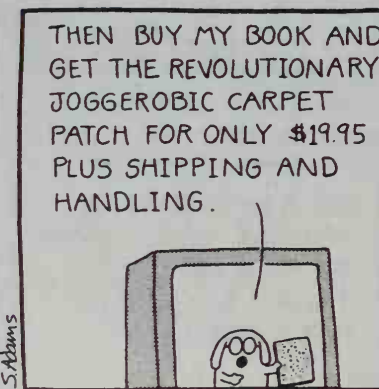
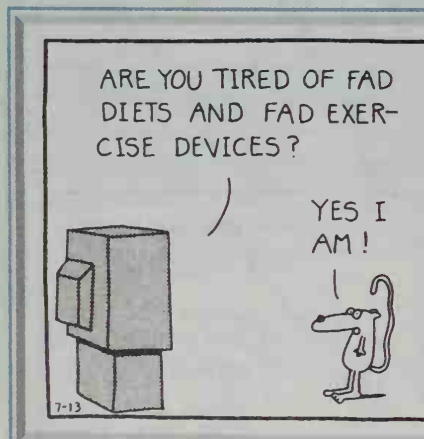
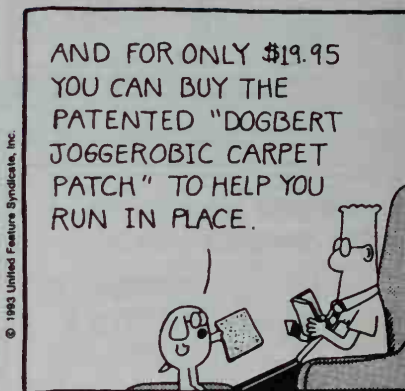
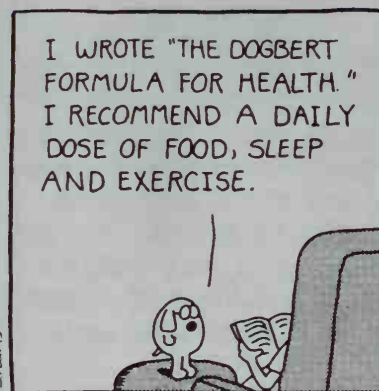
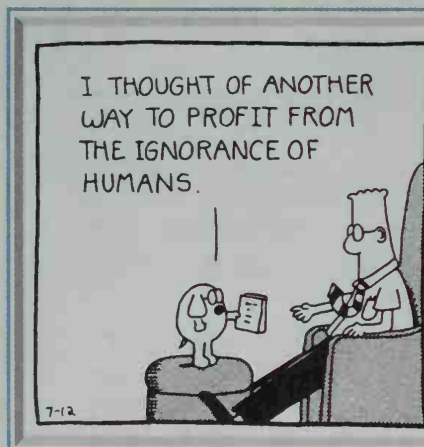
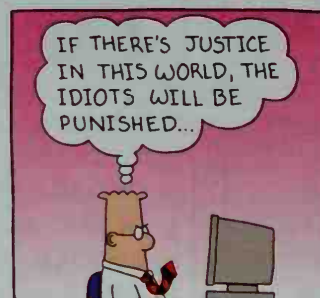
TOMORROW I'LL INTRODUCE MY NEW SERIES: "RUSSIAN WITH FRENCH HAT."





DILBERT Gives You the Business

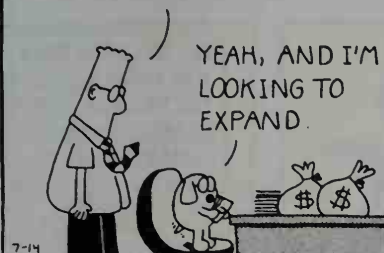
SALES





IT LOOKS LIKE SALES OF THE "DOGBERT JOGGEROBIC CARPET PATCH" ARE BRISK.

YEAH, AND I'M LOOKING TO EXPAND.



RATBERT IS BUSY RESEARCHING NEW PRODUCT CONCEPTS FOR THE CARPET PATCH.



"CARPET CLUB FOR MEN"



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DILBERT, YOU'RE BEING TEMPORARILY TRANSFERRED TO THE FIELD SALES ORGANIZATION.



NORMALLY WE USE THESE ASSIGNMENTS TO ROUND SOMEBODY OUT FOR MANAGEMENT. BUT IN THIS CASE I'M JUST YANKING YOUR CHAIN!



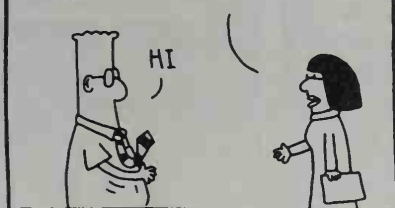
YOU'RE OVER-COMMUNICATING AGAIN, SIR.

PLUS, I HATE THE MANAGER OF SALES.



SALES

SO... DILBERT, WELCOME TO THE SALES DEPARTMENT. I'M TINA, YOUR NEW BOSS.

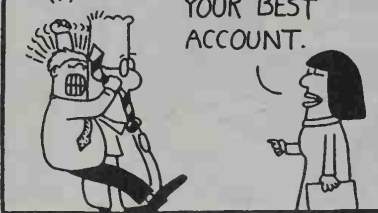


AS THE NEW GUY, YOU GET THE CUSTOMERS WHO DESPISE OUR PRODUCTS AND WANT TO HURT US PERSONALLY.



I HATE YOU! I HATE YOU!

YOU'LL BE SELLING TO THE SMALL BUSINESS MARKET. HE'S YOUR BEST ACCOUNT.



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WELCOME TO SALES TRAINING.



AS YOU KNOW, OUR COMPANY MAKES OVERPRICED, INFERIOR PRODUCTS. WE TRY TO COMPENSATE BY SETTING HIGH SALES QUOTAS.



WE DON'T ASK YOU TO ACT ILLEGALLY, BUT IT'S PRETTY MUCH THE ONLY WAY TO REACH QUOTA. OKAY, THAT'S IT FOR TRAINING. ANY QUESTIONS?

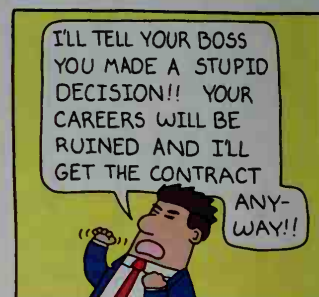


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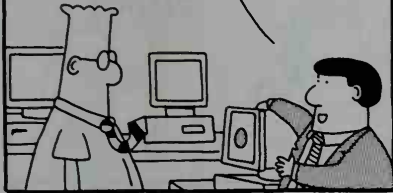
DILBERT Gives You the Business

SALES



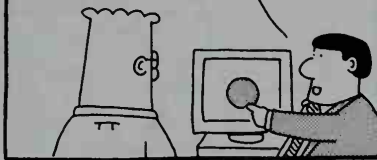


... BUT BY FAR, THIS
COMPUTER IS OUR MOST
USER-FRIENDLY.



S. Adams

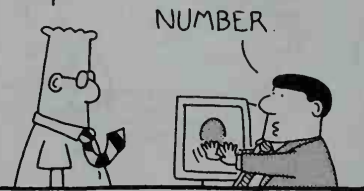
THE PRE-INSTALLED
SOFTWARE HAS ONLY
ONE BUTTON. AND WE
PRESS IT BEFORE IT
LEAVES THE FACTORY.



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WHAT
DOES
IT DO?

WHOA! I'M IN
OVER MY HEAD.
LET ME GIVE
YOU THEIR
TECH SUPPORT
NUMBER.



IF YOU PLAN TO REMAIN
IN THE COMPUTER BUSINESS
YOU'D BETTER BUNDLE
THE "DOGBERT 2000"
OPERATING SYSTEM
WITH EVERY
UNIT YOU SELL.



S. Adams

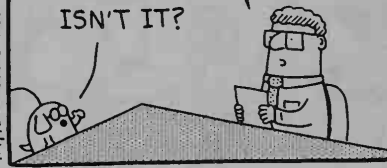
OTHERWISE, AFTER I
DOMINATE THE MARKET
YOU'LL BE LAST ON MY
LIST TO RECEIVE NEW
PRODUCTS!



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YOU REMIND ME OF
SOMEBODY...

IT'S THE
GLASSES,
ISN'T IT?



I'M GOING INTO THE
SPORTS MEMORABILIA
BUSINESS.



S. Adams

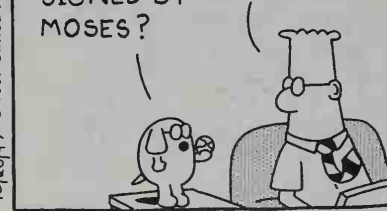
I'VE HEARD THAT MOST
AUTOGRAPHS ARE
FORGERIES, SO MY
INITIAL INVESTMENT
WILL BE LOW.



10/20/97 © 1997 United Feature Syndicate, Inc.

CAN I
INTEREST
YOU IN A
BASEBALL
SIGNED BY
MOSES?

WOW! THAT'S
GOING TO BE
WORTH
SOMETHING.



SPORTS MEMORABILIA

THIS IS THE BEST PRICE
I'VE SEEN FOR A BASEBALL
AUTOGRAPHED BY
BABE RUTH.



S. Adams

BUT I DON'T SEE
WHERE THE
AUTOGRAPH IS.



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IT GETS AUTOGRAPHED
LATER TONIGHT.

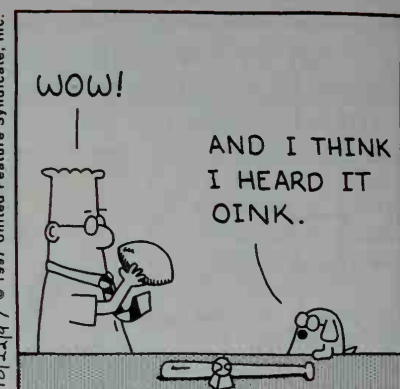
I'LL TAKE THIS
AND THREE OF
THE HONUS
WAGNER CARDS.



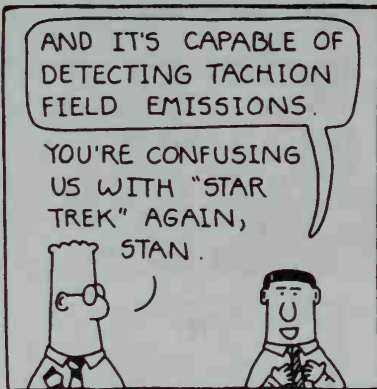


DILBERT Gives You the Business

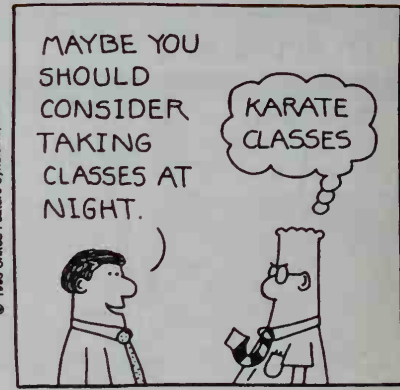
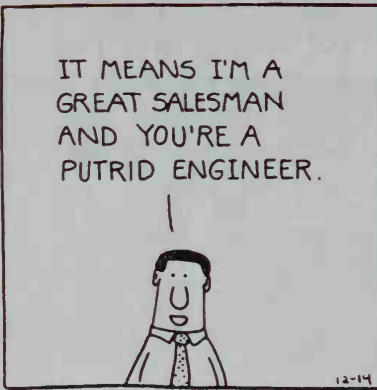
SALES



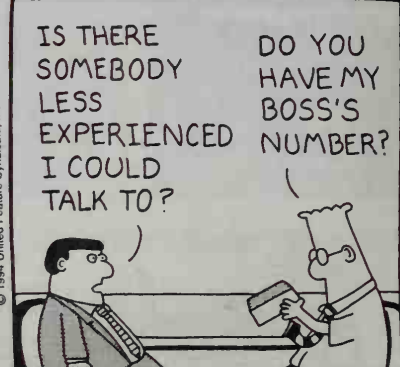
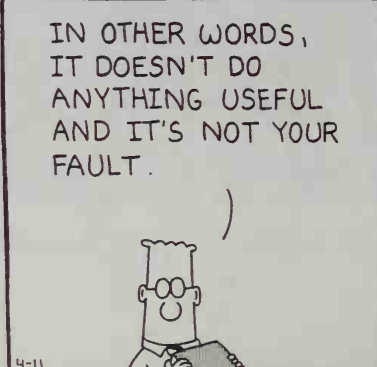
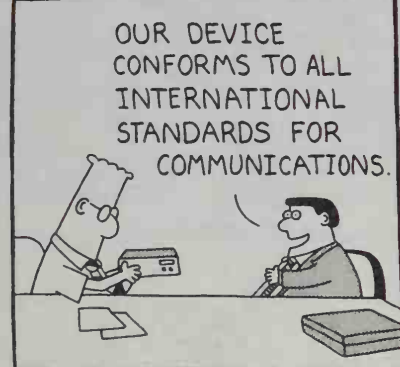
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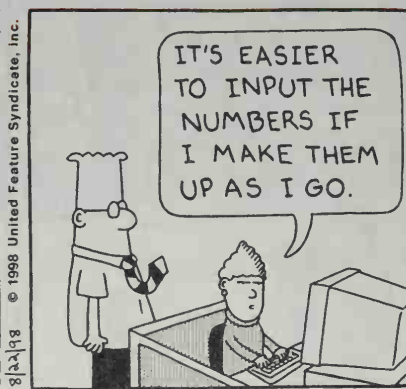
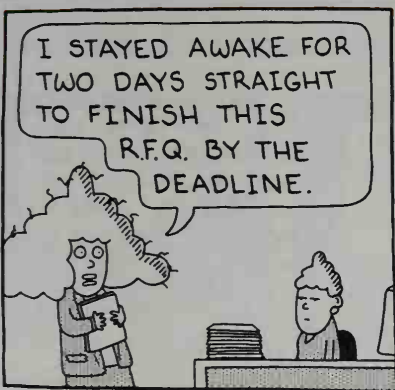
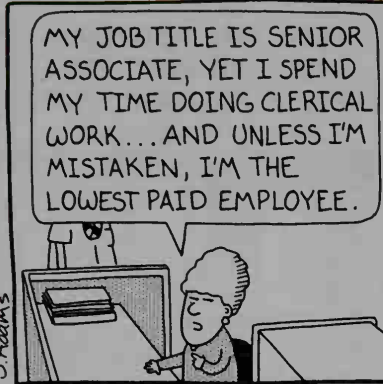
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DILBERT Gives You the Business

I'M COLLECTING FOR
ED'S FAREWELL GIFT.



ED, YOU TREATED
ME LIKE DIRT. I
FIND YOU GUILTY
AND I FINE YOU
FIVE DOLLARS.



I JUST
PUT THAT
IN THERE.

COME BACK
IF YOU GET
MORE.



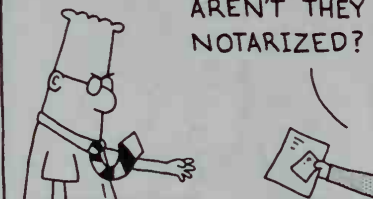
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I CAN'T PROCESS
YOUR VOUCHER
BECAUSE THESE
RECEIPTS LOOK
FAKE TO ME.



THEY
AREN'T
FAKE!

THEN WHY
AREN'T THEY
NOTARIZED?



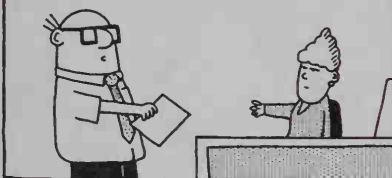
BECAUSE
THEY'RE
JUST
RECEIPTS!

AND NOW
YOU'LL TELL
ME THERE'S
NO DNA
EVIDENCE
EITHER.



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HOW LONG WILL
IT TAKE TO
PROCESS
MY VOUCHER?



I ASSIGN A
PRIORITY TO
EVERYONE. I'M
HAPPY TO SAY
YOU'RE A "ONE."



ONE CHANCE IN
A MILLION.



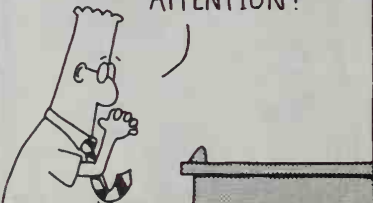
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ASK MY SECRETARY
TO SCHEDULE
A MEETING.

GROAN

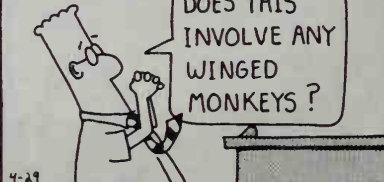


UH... EXCUSE ME... EXCUSE
ME... MISS CERBERUS,
COULD A HUMBLE EMPLOYEE
HAVE THE HONOR OF YOUR
ATTENTION?

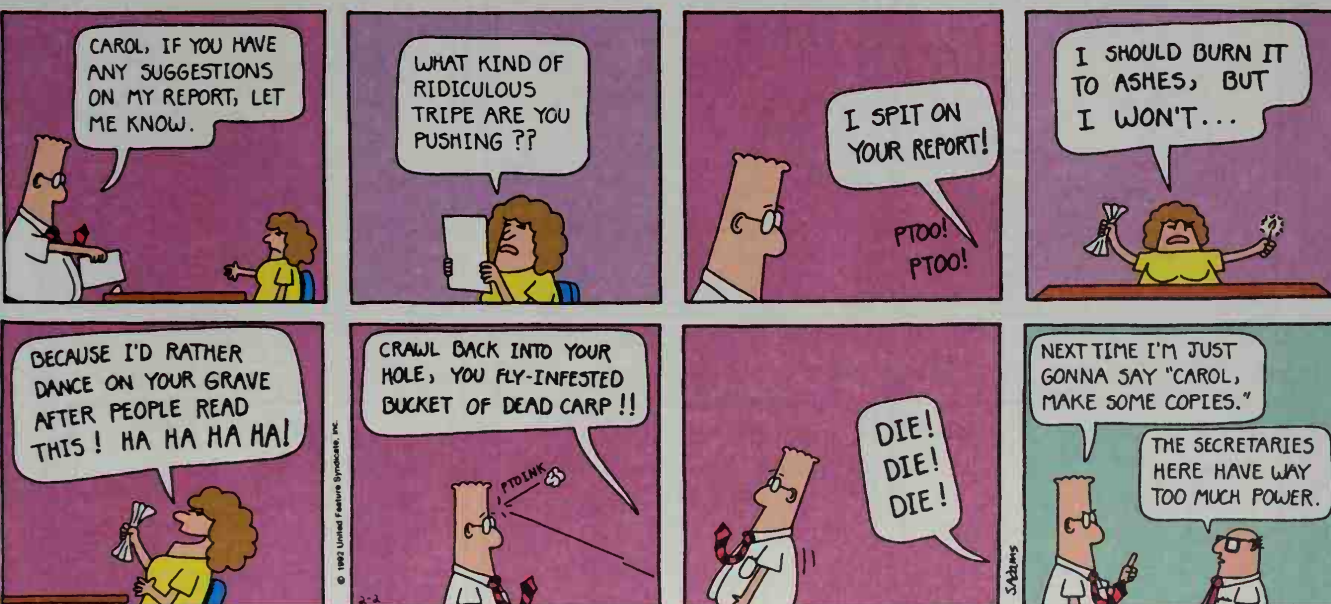
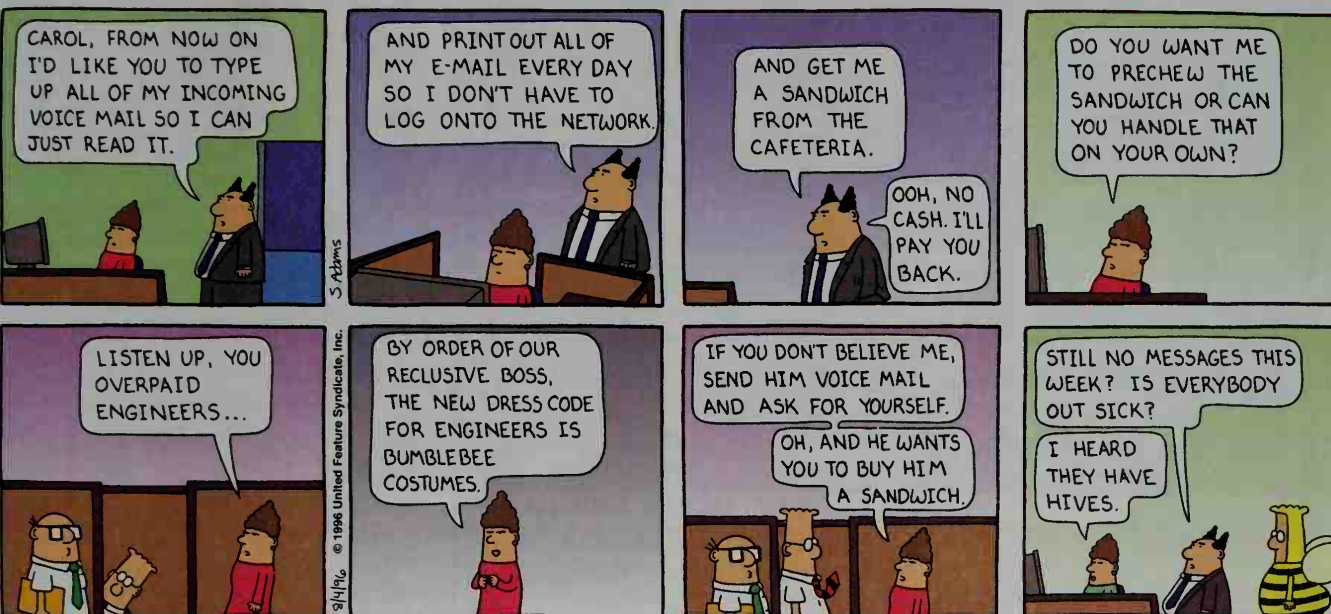


ARE YOU PREPARED TO
TAKE THE CHALLENGE
OF DEATH ?!!

DOES THIS
INVOLVE ANY
WINGED
MONKEYS ?



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DILBERT Gives You the Business

CAROL, ABOUT THIS FLIGHT TO NEW YORK THAT YOU BOOKED FOR ME...



S. Adams

IS IT REALLY NECESSARY TO MAKE ALL THESE STOPOVERS IN THIRD-WORLD COUNTRIES THAT ARE EXPERIENCING REBEL INSURRECTIONS?



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YOU'D BETTER WEAR THE INTERNATIONAL SYMBOL OF THE "RED CROSS" ON YOUR BACK.



HERE'S MY TIME SHEET, FILLED OUT IN INCREMENTS OF FIFTEEN MINUTES.



S. Adams

AS USUAL, I CODED THE USELESS HOURS SPENT IN MEETINGS AS "WORK," WHEREAS THE TIME I SPENT IN THE SHOWER DESIGNING CIRCUITS IN MY MIND IS "NON-WORK."



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INTERESTINGLY, EVEN THE TIME I SPEND COMPLAINING ABOUT MY LACK OF PRODUCTIVITY IS CONSIDERED "WORK."



I HATE MY LIFE.



SEND THIS BY E-MAIL.



S. Adams

FAX IT, TOO, IN CASE HE DOESN'T CHECK HIS E-MAIL. AND MAIL THE ORIGINAL SO HE HAS A CLEAN COPY.



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GOODBYE "PAPERLESS," HELLO "CLUELESS"



OH MY! THIS IS SHOCKING!



WHAT?



S. Adams

40% OF ALL SICK DAYS TAKEN BY YOUR STAFF ARE FRIDAYS AND MONDAYS!



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WHAT KIND OF IDIOT DO THEY THINK I AM?



NOT AN IDIOT SAVANT. THEY CAN DO MATH.





BASED ON A TRUE STORY

I'M DROWNING IN WORK!

YOU HAVE TO DO SOMETHING.

I COULD BUILD A PARTITION RIGHT HERE.

HOW WILL A PARTITION HELP?

CAROL, YOU SHOULDN'T BE AFRAID TO TRY NEW THINGS.

IF IT DOESN'T WORK, WE'LL TRY SOMETHING ELSE!

ARE YOU OVER THERE?

IT WORKS!

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

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

ARE YOU FINISHED ANNOYING ME YET?

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

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CAROL, I ASKED YOU TO ENROLL ME IN THE QUALITY COLLEGE, BUT THE CONFIRMATION SAYS CLOWN COLLEGE.

IT'S A PREREQUISITE COURSE.

THIS IS GONNA COST ME ON SECRETARIES DAY.

I HOPE IT'S OKAY TO BE AN ANGRY CLOWN.

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DILBERT Gives You the Business

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



DON'T USE THE ACRONYM "DOPE."



I DIDN'T KNOW YOU WERE THE DIRECTOR OF PRODUCT ENHANCEMENTS.

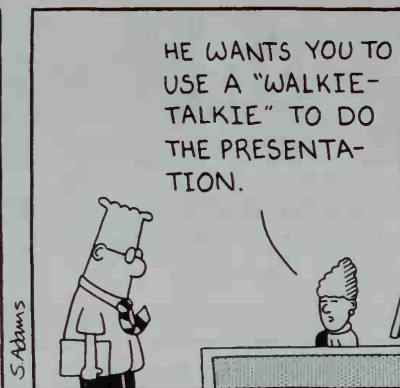


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WHEN DILBERT COMES BY, TELL HIM TO ADD "WALK THE TALK" TO HIS PRESENTATION.



HE WANTS YOU TO USE A "WALKIE-TALKIE" TO DO THE PRESENTATION.



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UM... DID HE SAY WHY?

HEY, LOOK AT MY PAYCHECK! I JUST REALIZED I DON'T GET PAID THE BIG BUCKS!

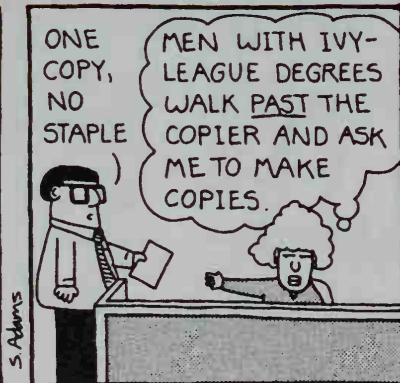


I SIT INNOCENTLY IN MY LOW-WALL, CLERICAL STYLE CUBICLE.



ONE COPY, NO STAPLE

MEN WITH IVY-LEAGUE DEGREES WALK PAST THE COPIER AND ASK ME TO MAKE COPIES.



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I AM... SECRETARY WITH A CROSSBOW



MY JOB SATISFACTION HAS GONE WAY UP SINCE I GOT THIS CROSSBOW.



HEY, RUSSELL! ANSWER YOUR OWN PHONE ONCE IN A WHILE!

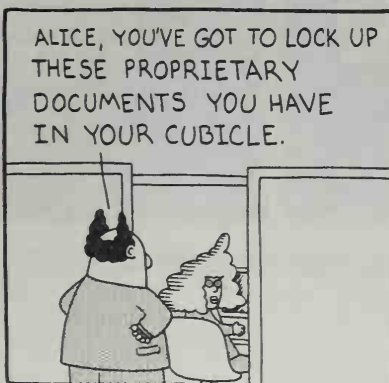


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WE NEED TO CHAT.

CHAT THIS







DILBERT Gives You the Business



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S. Adams

1/10/91

SECURITY



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HI, TIM. WHAT ARE YOU WORKING ON THESE DAYS?

A SECRET PROJECT.

S. Adams © 1993 United Feature Syndicate, Inc. 1-27

VERY, VERY SECRET. CONFIDENTIAL AND PROPRIETARY. REAL HUSH-HUSH.

IT SOUNDS IMPORTANT.

JUST MOVE ALONG.

HALT AND SUBMIT TO THE MIND SCAN OF "BRAINITOR, THE GUARDIAN OF SECURITY."

S. Adams

THE BAG CONTAINS ONE COMPUTER... "PENTIUM" PROCESSOR... ONE GIG HARD DRIVE... HIGHLY FRAGMENTED...

PLEASE WAIT WHILE I OPTIMIZE YOUR HARD DISK...

THIS IS VAGUELY UNSETTLING.

S. Adams © 1996 United Feature Syndicate, Inc. (NYC) 4/4/96

I'M PUTTING YOU ON THE STRATEGIC PLANNING TEAM.

S. Adams

IT'S LIKE WORK BUT WITHOUT THE SATISFACTION OF ACCOMPLISHING ANYTHING.

YOU'RE NEW, SO LET ME EXPLAIN HOW THIS WORKS.

WE HAVE MEETINGS AND TALK ABOUT THE COMPANY'S STRATEGY IN VAGUE EMOTIONAL TERMS.

IN TIME, WE CONVINCE OURSELVES THAT WE'RE MORE THAN MEDIOCRE THINKERS WHO SIT AROUND COMPLAINING

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WE START BELIEVING OUR OPINIONS WILL STEER THE COMPANY. WE FEEL IMPORTANT. WE FEEL **ALIVE**!!

THEN WE SNAP OUT OF IT AND MAKE VIEWGRAPHS THAT SAY WE SHOULD KEEP DOING WHAT WE'RE DOING

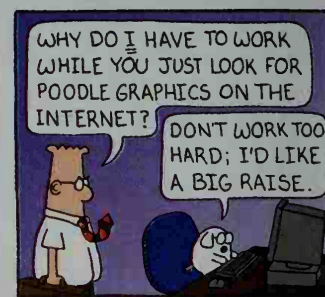
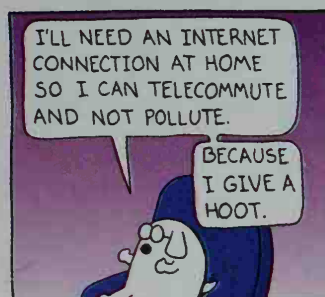
I LIKE MAKING VIEW-GRAPHS.

ACTUALLY, WE USE LAST YEAR'S VIEWGRAPH

STRATEGY AND PLANNING



DILBERT Gives You the Business



S. Adams

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STRATEGY AND PLANNING



S. Adams

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IS YOUR
PROJECT
PLAN
DONE?

I CAN'T DO
A PLAN
UNTIL YOU
TELL ME THE
STRATEGY.

MY STRATEGY IS
TO MAKE YOU DO
A PLAN.

SOMETIMES THE
LEADERSHIP JUST
RADIATES FROM
MY BODY.

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OUR TOP EXECUTIVES
ARE IN A SPECIAL
STRATEGY LOCKUP
MEETING.

THE MEETING WON'T
END UNTIL THEY
AGREE ON A NEW
STRATEGY, SO IT
MIGHT BE A WHILE.

MAYBE IF I WEDGE
MY BROOM HERE I
WON'T FORGET WHERE
I PUT IT.

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OUR POINTY-HAIRED
BOSS WON'T TELL ME
OUR COMPANY'S
STRATEGY.

SO I SPEND MY DAYS
WANDERING FROM
CUBICLE TO CUBICLE,
TRYING TO DEDUCE
THE STRATEGY.

SO FAR I'VE RULED OUT
"FIRST TO MARKET."

AND "PREMIERE"
ANYTHING.

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PRESS "ONE" FOR SALES.
PRESS "TWO" IN A HOPE-
LESS EFFORT TO GET
TECHNICAL SUPPORT.

PRESS "ONE" FOR ANSWERS
TO QUESTIONS YOU DON'T
HAVE. PRESS "TWO" IF
YOU'RE GULLIBLE AND
OPTIMISTIC.

PRESS "TWO" IF YOU'RE
WILLING TO BUY
SOMETHING JUST SO
YOU CAN TALK TO A
HUMAN BEING...

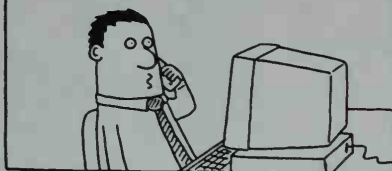
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DILBERT Gives You the Business

DOGBERT'S TECH SUPPORT

I DON'T KNOW HOW TO USE MY E-MAIL.



YOU NEED TO UPGRADE YOUR I.Q. A FEW POINTS. TRY LISTENING TO CLASSICAL MUSIC.



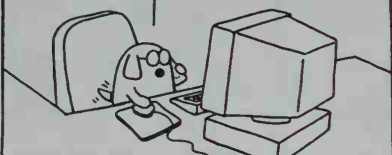
MY OLD NEMESIS, MISTER RADIO, WE MEET AGAIN.



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DOGBERT'S TECH SUPPORT

OUR SOFTWARE IS PERFECT. THE PROBLEM MUST BE WITH YOU.

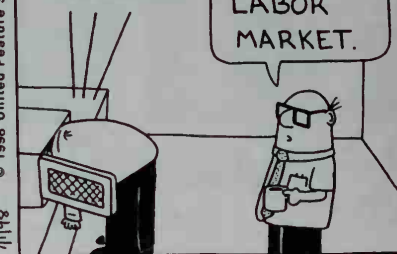


GO TO THE CAT SCAN MACHINE IN THE BREAK ROOM AND INSERT YOUR HEAD. I'LL MONITOR YOU FROM HERE.



DO YOU SEE THE PROBLEM?

I BLAME THE TIGHT LABOR MARKET.



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DOGBERT'S TECH SUPPORT

HOW MAY I ABUSE YOU?

THE INTERNET IS SLOW. WHAT CAUSES THAT?



THAT CAN ONLY BE CAUSED BY YOU LOOKING AT PORN.



I'LL NEED YOUR NAME FOR OUR RECORDS.



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OUR USER MANUAL HAS A TYPO. OUR TECHNICAL SUPPORT CALLS ARE GOING TO A PHONE SEX PLACE.



COMPLAINTS ARE WAY DOWN.



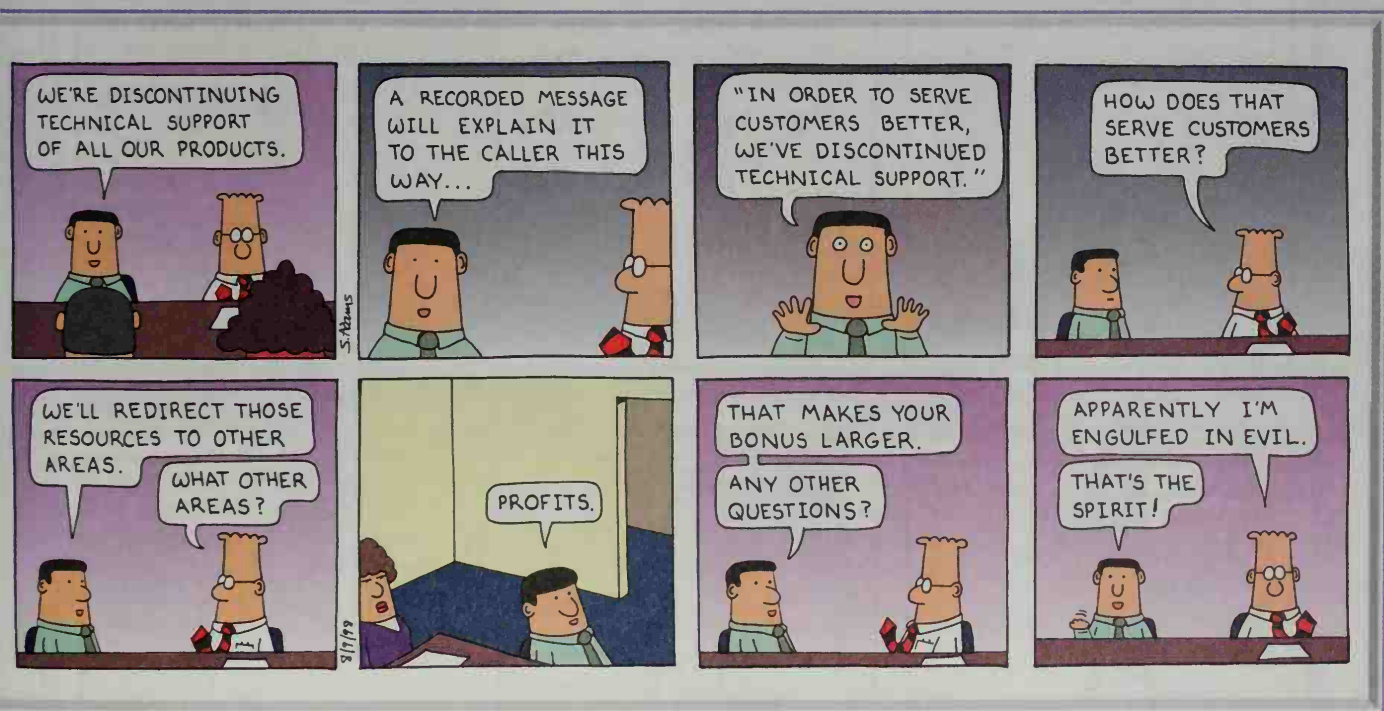
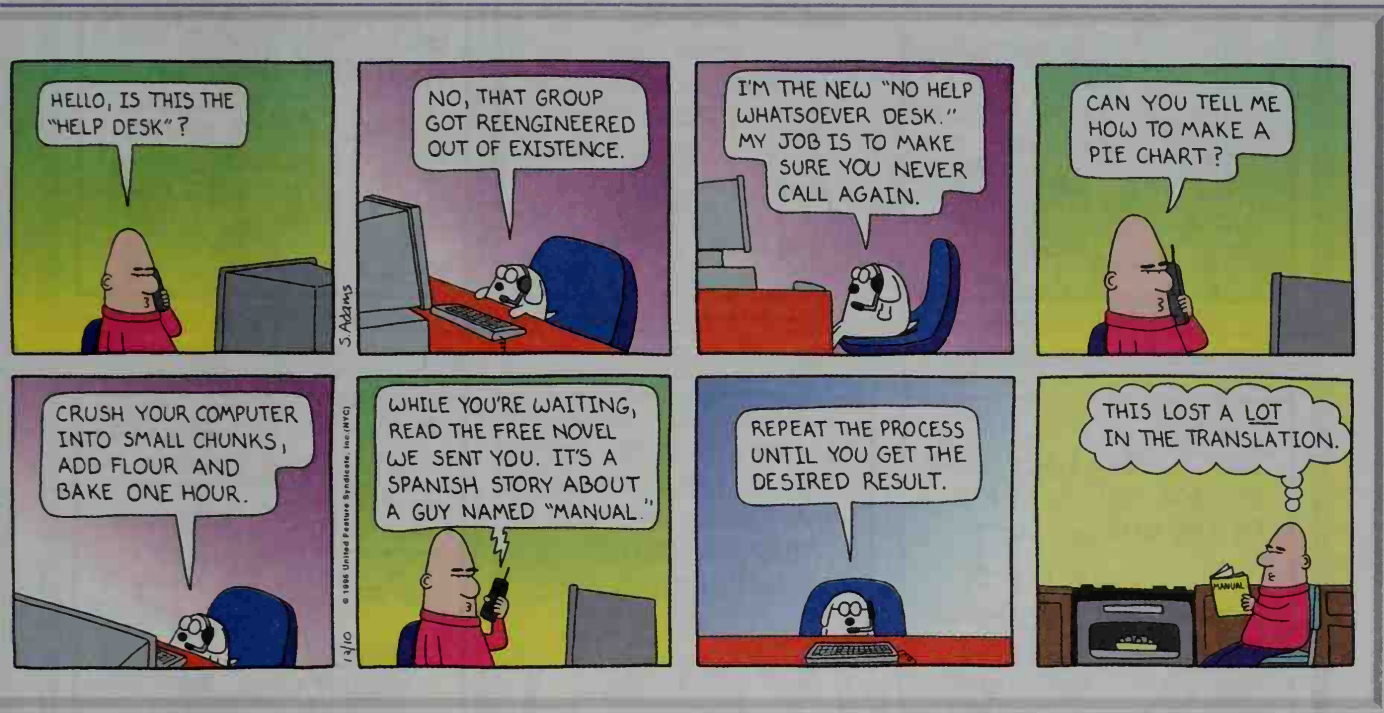
CUSTOMER'S HOUSE

WELL, OKAY, BUT ... HAS THAT EVER WORKED?

NO COMPLAINTS YET.



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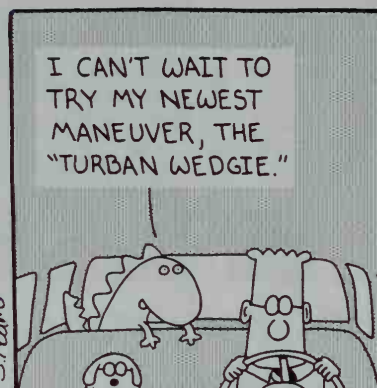
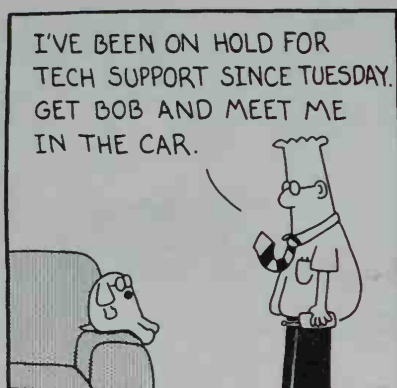




DILBERT Gives You the Business



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DOGBERT'S TECH SUPPORT

FIRST, I NEED TO ASK YOU MANY QUESTIONS.

S. Adams

THEN I WILL TRANSFER YOU TO SOMEONE WHO WILL ASK THE SAME QUESTIONS AGAIN.

2/11/99

WE DO THIS TO REMOVE ANY HOPE YOU MIGHT HAVE HAD THAT WE UNDERSTAND TECHNOLOGY.

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DOGBERT'S TECH SUPPORT

I THINK I KNOW WHAT YOUR PROBLEM IS...

S. Adams

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

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NOW SHOUT "DOES ANYBODY KNOW HOW TO READ A MANUAL?"

11-20

DOGBERT'S TECH SUPPORT

THIS IS DOGBERT. HOW MAY I ABUSE YOU?

S. Adams

I NEED TO MOVE MY CURSOR TO THE RIGHT BUT MY MOUSE IS AT THE EDGE OF THE MOUSEPAD.

HAVE YOU TRIED REBOOTING WITHOUT SAVING YOUR FILES?

YEAH, SEVERAL TIMES.

HAVE YOU TRIED MOVING YOUR DESK?

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IT DIDN'T WORK.

YOU NEED MY \$800 MOUSEPAD UPGRADE.

WHAT ACCOUNT DOES THIS GET CHARGED TO?

"IDIOT EXPENSE," JUST LIKE EVERYTHING ELSE.



DILBERT Gives You the Business

DOGBERT'S TECH SUPPORT

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



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



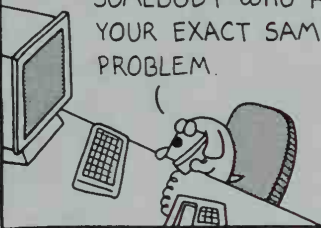
AND THOSE RED BLOTCHES ON YOUR HANDS - THAT'S BECAUSE OUR BOX IS MADE OF POISON IVY.



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DOGBERT'S TECH SUPPORT

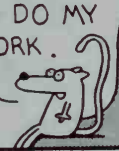
PLEASE WAIT WHILE I CONSULT WITH SOMEBODY WHO HAS YOUR EXACT SAME PROBLEM.



HOW DO YOU COMPENSATE FOR A TINY BRAIN, RATBERT?



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



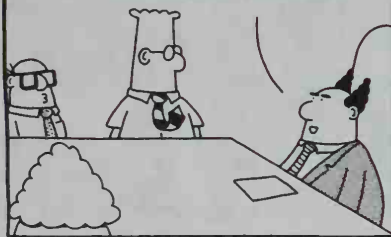
I'M GOING TO TRANSFER YOU TO AN EXPERT.

SOMETIMES I PRETEND TO BE DEAD.



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OUR NEW STRATEGY IS TO MAKE DEFECTIVE PRODUCTS AND CHARGE FOR TECHNICAL SUPPORT.

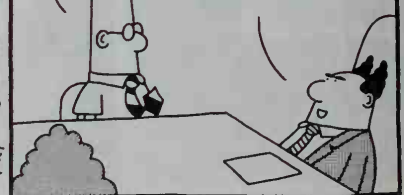


HEH-HEH... OUR USER MANUAL IS TOTALLY INCOMPREHENSIBLE. WE DIDN'T PLAN IT THAT WAY - WE WERE LUCKY.



I'M SO PROUD TO BE HERE.

IT ALL CAME TOGETHER WHEN I REALIZED I HATE OUR CUSTOMERS.



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



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

YOU'LL HAVE TO MAKE LOGICAL GUESSES.



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



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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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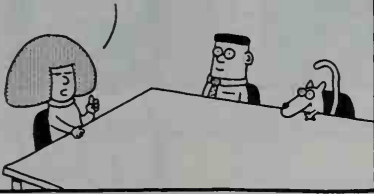
MY NEXT
RAISE WILL
DEPEND ON
THEIR
PERFOR-
MANCE.

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.



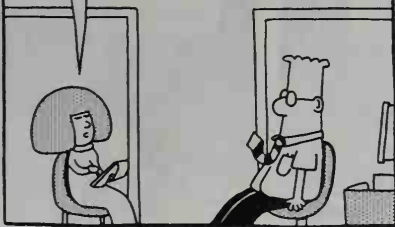
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I HAVE NO
SKILLS WHATSOEVER.
THERE-
FORE I'LL BE
EXECUTIVE
EDITOR.

IS "PUBLISHER"
TAKEN?



AT THE RISK OF DYING
FROM BOREDOM, I MUST
INTERVIEW YOU FOR THE
DEPARTMENT NEWSLETTER.



S. Adams

LET ME GIVE YOU SOME
BACKGROUND BEFORE
I TALK ABOUT MY
PROJECT...



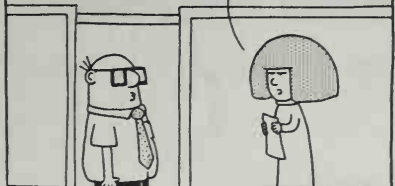
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"THE PROJECT
IS GOOD,"
QUIPPED THE
ENGINEER.

... SO THERE
I AM IN
MY MOM'S
FALLOPIAN
TUBE...



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



S. Adams

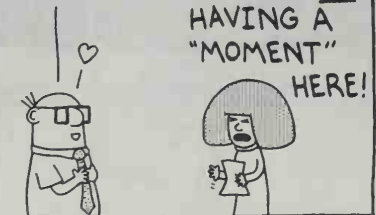
AND IN THE GRAND
TRADITION OF ENGINEER-
ING, I EXPECT YOU'LL
GIVE THIS THE LOWEST
PRIORITY, THUS MAKING
ME DESPISE YOU.



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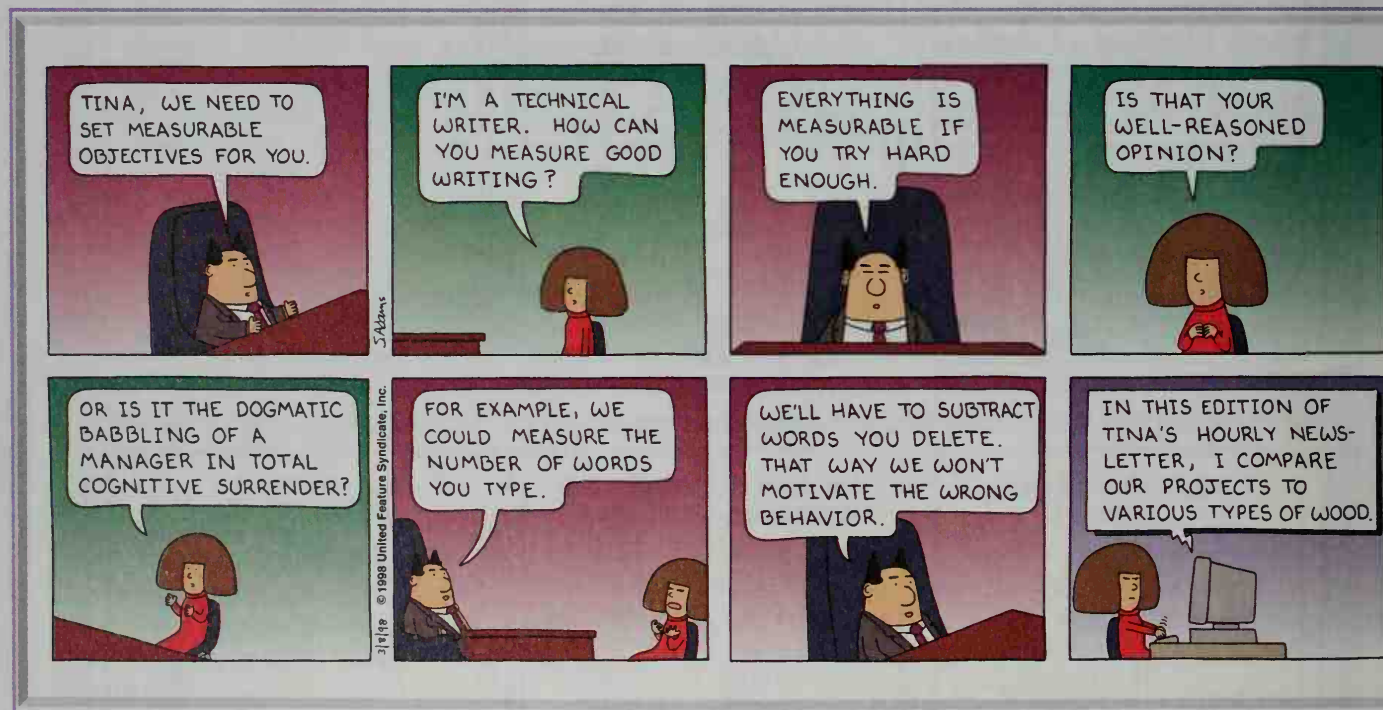
SO... ARE YOU
SAYING YOU
DON'T DESPISE
ME NOW?

WE ARE NOT
HAVING A
"MOMENT"
HERE!





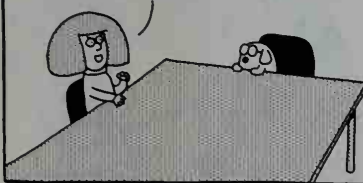
DILBERT Gives You the Business





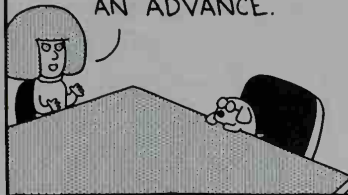
DOGBERT, CAREER COUNSELOR

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



S. Adams

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



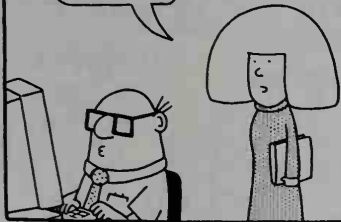
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THEY MIGHT EXPECT YOU TO WRITE A BOOK AT SOME POINT.

BLOOD SUCKERS!



WALLY, DID YOU REVIEW MY DRAFT OF THE USER MANUAL YET?



S. Adams

THE CHARACTERS IN THE EXAMPLES GAVE ME NO REASON TO CARE ABOUT THEM. IT LEFT ME EMPTY.



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SADLY, USER "B" COULD NEVER LOVE USER "A" BECAUSE HE WAS A BALD ENGINEER.



DOGBERT TWEAKS TINA THE BRITTLE TECH WRITER

IS TECHNICAL WRITING THE SAME AS WORD PROCESSING?

NO!!!



S. Adams

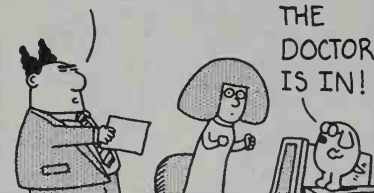
I AM A HIGHLY SKILLED COMMUNICATIONS PROFESSIONAL! I CAN TAKE JUMBLES OF INERT THOUGHTS AND BRING THEM TO LIFE!!



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

THE DOCTOR IS IN!



TO: ALL ENGINEERS
FROM: TINA THE
TECH WRITER



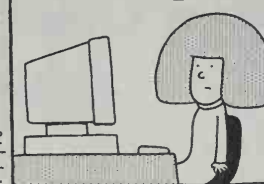
S. Adams

GIVE ME THE INFORMATION I REQUESTED, OR SOW THE SEEDS OF YOUR OWN DESTRUCTION!



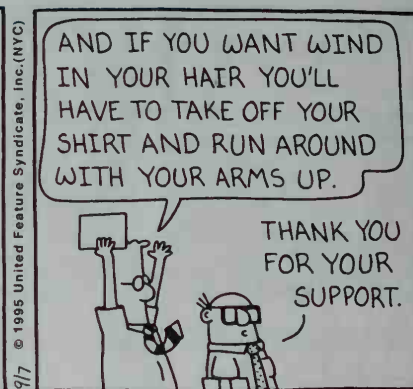
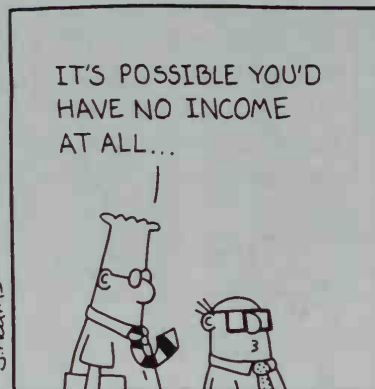
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ONE SHOULD NEVER COMPOSE E-MAIL WHILE ONE IS SNARLING.

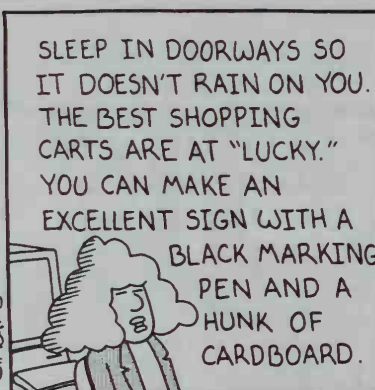




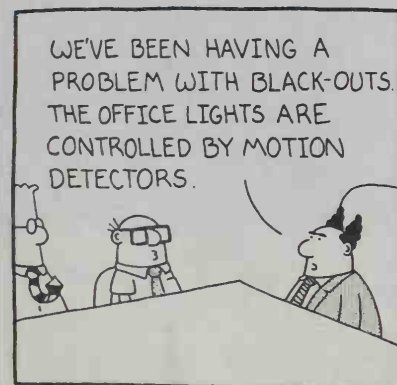
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I JUST LOVE
HIRING THESE
TEMPORARY
WORKERS!



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



THE DUMPSTER
SEEMS A BIT
INAPPROPRIATE.



THEY'RE WAY
TOO BIG TO
FLUSH.



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WOW! YOU TEMPO-
RARY CONTRACT
PROGRAMMERS SURE
ARE PRODUCTIVE!



IT MUST BE EXCITING
TO KNOW YOU CAN BE
DISMISSED AT ANY
MOMENT. YOUR
VERY SURVIVAL
DEPENDS ON
RESULTS!



LET'S GO BLAME
MARKETING FOR
NOT GIVING US
DETAILED
REQUIRE-
MENTS.



WHAT'S
THE BIG
RUSH?



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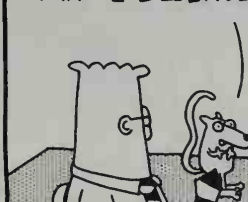
WE'RE PLANNING TO
HIRE A TEMP AT
WORK. YOU SHOULD
APPLY FOR THE JOB,
RATBERT.



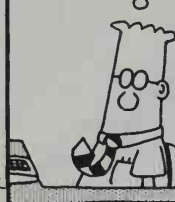
WOW! ME?
A TEMP?!



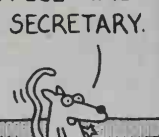
AS A TEMP I WOULD
FINALLY GET ALL OF
THE RESPECT AND
UNCONDITIONAL LOVE
THAT I DESERVE!!



DANGER: SHARP
LEARNING
CURVE AHEAD.



I ASSUME
I'LL GET AN
OFFICE AND
A SECRETARY.



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I SUBMIT MYSELF AS A
CANDIDATE FOR THE
POSITION OF "TEMPORARY
EMPLOYEE."



I'M VERY TEMPORARY.
FIRST I'LL BE IN ONE
PLACE AND THEN YOU
BLINK AND I'M GONE!
BLINK, GONE, BLINK,
GONE, BLINK, GONE...



STOP SAYING "BLINK,
GONE." IT'S MAKING
ME NUTS.



IT APPEARS THAT
THE BALANCE OF
POWER HAS
SHIFTED MY WAY.



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TEMPS AND CONTRACT
EMPLOYEES

DILBERT Gives You the Business



CONGRATULATIONS ON GETTING HIRED AS A TEMP, RATBERT.

WHERE DO I START?!



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



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

DO I GET A COMPANY CAR?



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RATBERT THE TEMP WORKER

THIS IS REALLY TESTING MY SENSE OF SELF-WORTH.



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



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

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



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RATBERT THE TEMP WORKER

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



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



HOW'S THIS?

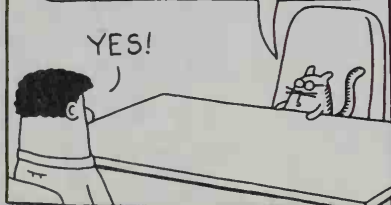
THAT'S PERIPHERAL VISION!!!



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YOU'VE BEEN A GREAT TEMPORARY EMPLOYEE. WOULD YOU LIKE TO BE A PERMANENT ONE?

YES!



HA HA HA!!!
YOU SIMPLE FOOL!!!



WHAT WAS THAT?

THAT WAS YOUR EMPLOYEE ORIENTATION PROGRAM.



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CATBERT: EVIL H.R. DIRECTOR

YES, REGULAR EMPLOYEES ARE PAID LESS THAN CONTRACT EMPLOYEES SUCH AS YOURSELF.



S. Adams

BUT IF YOU JOIN THE COMPANY, YOU'LL GET MANY INTANGIBLE BENEFITS.



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MAYBE YOUR STOCK-HOLDERS WOULD LIKE SOME INTANGIBLE BENEFITS. THEY CAN HAVE MINE.



WE JUST SHIPPED OUR NEWEST PRODUCT. YOU FOLKS IN TECH SUPPORT WILL NEED TO BE TRAINED SO YOU CAN AVOID ANY EMBARRASMENTS.



S. Adams

WE HAD A MONK WRITE THE TRAINING MATERIAL ON A GRAIN OF RICE. WE COULD ONLY AFFORD ONE, SO YOU'LL HAVE TO SHARE IT.



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TO BE HONEST, I'M NOT SURE WE HAD A REAL MONK. HE WROTE EVERYTHING IN PIG LATIN.



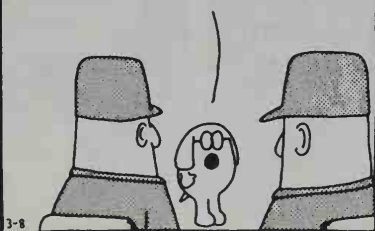
SECOND DAY: DOGBERT'S SCHOOL FOR SELF-SERVICE GAS STATION ATTENDANTS

YOU MUST LEARN TO RELAX...



S. Adams

I WANT YOU TO CLEAR YOUR MINDS OF ALL THOUGHTS...



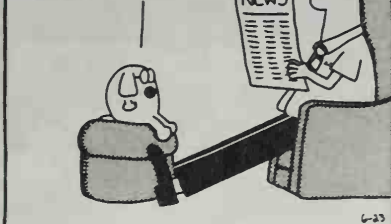
3-8

THAT WAS TOO EASY.



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I'M GOING TO OPEN A SCHOOL FOR PEOPLE WITH NO COMMON SENSE.



S. Adams

WHO WOULD PAY TO GO TO A SCHOOL THAT TEACHES SOMETHING THAT CAN'T BE LEARNED?



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EXCEPT MAYBE PEOPLE WITH NO COMMON SENSE...



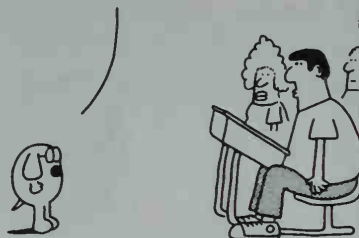
BINGO.

TRAINING



DILBERT Gives You the Business

WELCOME TO DOGBERT'S
SCHOOL OF COMMON
SENSE.



S. Adams

6-24

I'VE ASKED YOU TO PAY
TUITION IN ADVANCE;
THAT WAY IF YOU'RE
UNSATISFIED WITH THE
SCHOOL, YOU'LL HAVE THE
ADDED NEGOTIATING
LEVERAGE OF HAVING
ALREADY PAID.

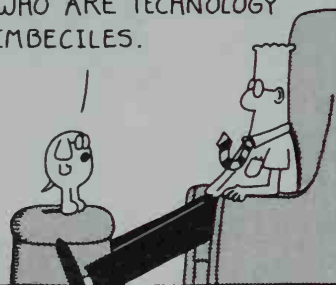


AND THANKS, ALICE,
FOR ASKING IF
TIPPING IS
CUSTOMARY.



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I'M GOING TO OPEN
A SCHOOL FOR PEOPLE
WHO ARE TECHNOLOGY
IMBECILES.



S. Adams © 1992 United Feature Syndicate, Inc.

1-7-93

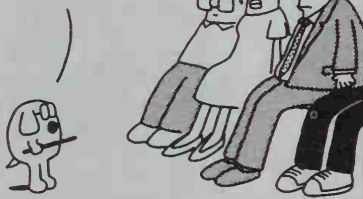
I'LL TEACH PEOPLE HOW
TO USE AUTOMATIC
BANK MACHINES, MICRO-
WAVE OVENS, VIDEO
RECORDERS, CD PLAYERS,
THAT SORT OF THING...



I THOUGHT HE WAS
REASONABLY BRIGHT UNTIL
WE GOT THE VCR ...



WELCOME TO DOGBERT'S
SCHOOL FOR
TECHNOLOGY
IMBECILES.



S. Adams © 1992 United Feature Syndicate, Inc.

YOU ARE ALL EASILY
BAFFLED BY SIMPLE
TECHNOLOGY, EVEN
THOUGH YOU HAVE
NORMAL INTELLI-
GENCE OTHERWISE.



1-8-93

OF COURSE, I'M
GENERALIZING
ON THAT LAST
POINT.



DOGBERT'S SCHOOL FOR
TECHNOLOGY IMBECILES

CAN ANYBODY SHOW
ME WHAT YOU DO
WITH A MICRO-
WAVE?



S. Adams © 1992 United Feature Syndicate, Inc.

1-9-93

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



DOES ANYBODY
KNOW WHY IT
ISN'T WORKING?





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

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

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

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

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

BE THEY ACCOUNTANTS, BE THEY MARKETEERS OR BE THEY SECRETARIES.

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

THANK YOU, WALLY.

DILBERT, WHAT DID YOU LEARN?

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

SOMEBODY NEEDS A GROUP HUG!

TRAINING

WELCOME TO DOGBERT'S "SCHOOL OF HARD KNOCKS."

THIS IS THE SCHOOL YOU'VE HEARD SO MUCH ABOUT.

CHANCES ARE, ONE OF YOUR PARENTS IS A GRADUATE OF THIS SCHOOL.

AT DOGBERT'S SCHOOL OF HARD KNOCKS, YOU WILL GAIN THE WISDOM THAT CAN ONLY BE OBTAINED THROUGH SUFFERING.

THROUGHOUT THE COURSE, I'LL BE WHACKING YOU WITH VARIOUS BLUNT OBJECTS.

IT MAY BE UNPLEASANT AT FIRST, BUT YOU'LL GET USED TO IT.

EVENTUALLY, YOUR BRAIN WILL RATIONALIZE THE WHOLE EXPERIENCE. YOU'LL THINK I'M A DEDICATED TEACHER, AND YOU'LL ACTUALLY BELIEVE YOU LEARNED SOMETHING.

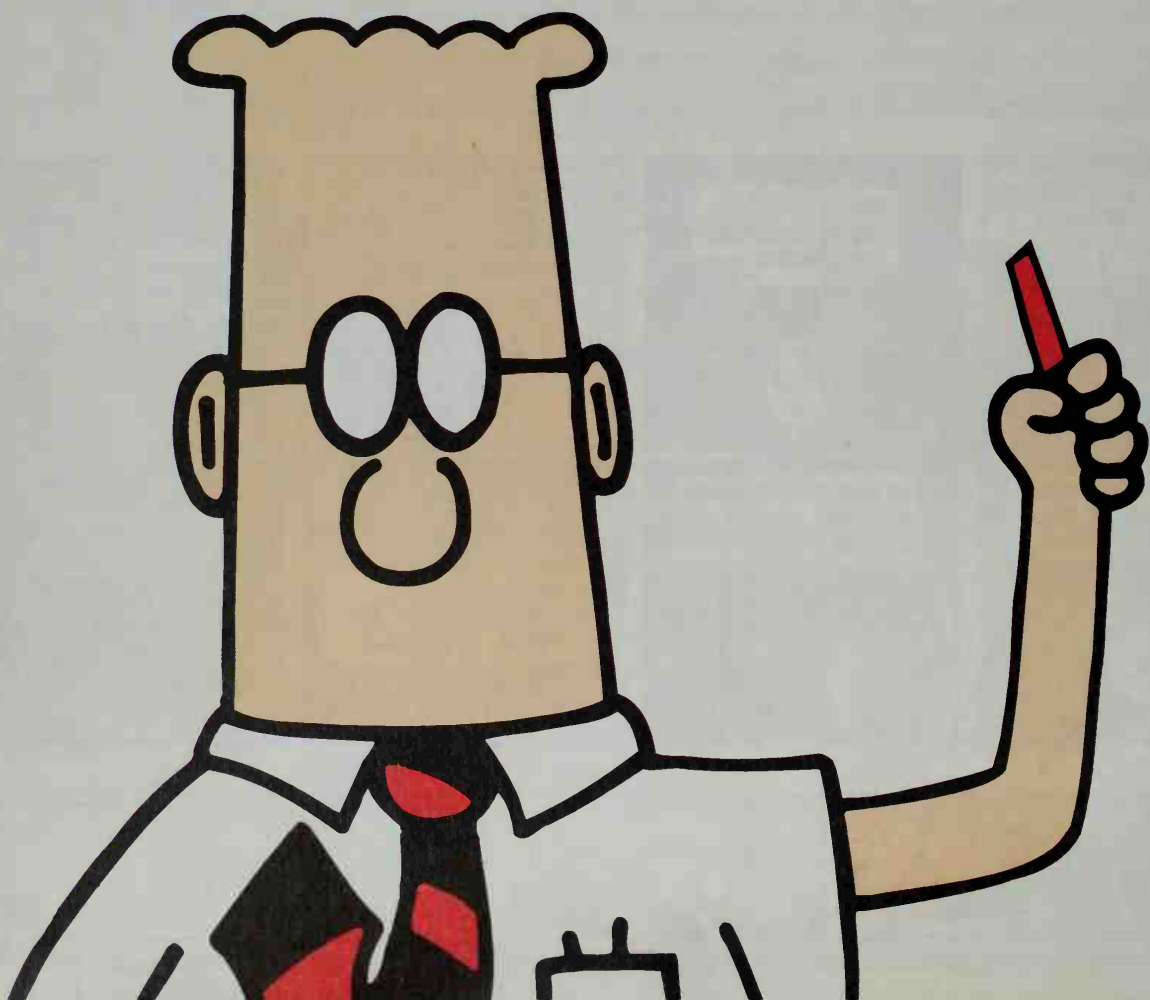
STICK WITH THE BASICS, I SAY.

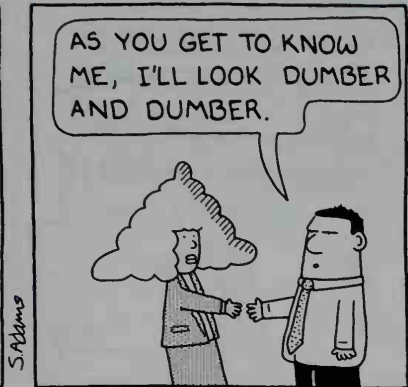


DILBERT®

Gives You the Business

JOB IMPEDIMENTS





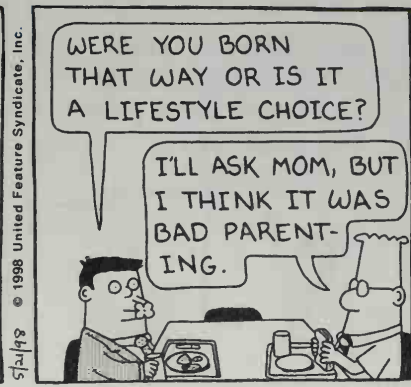
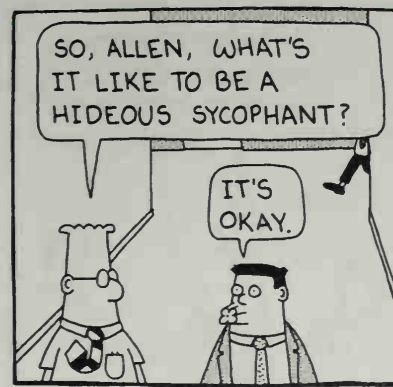
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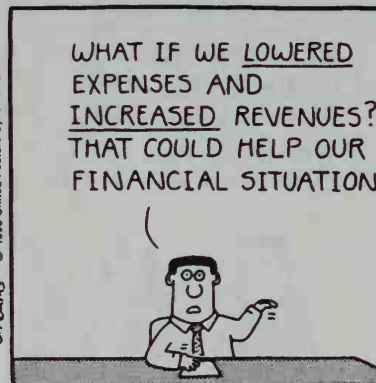
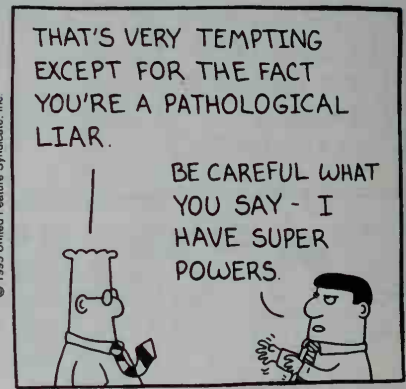


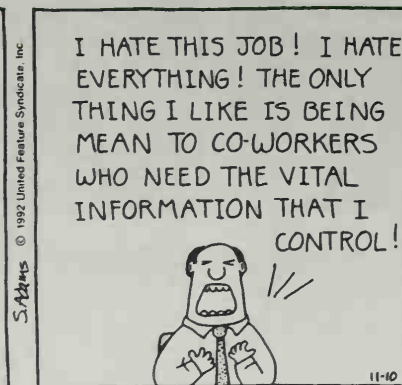
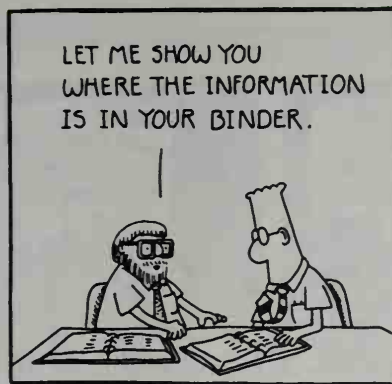
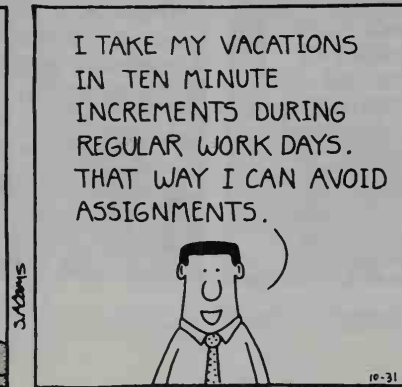
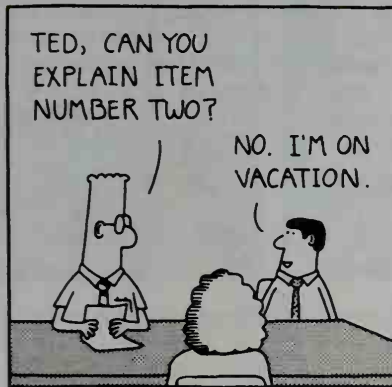
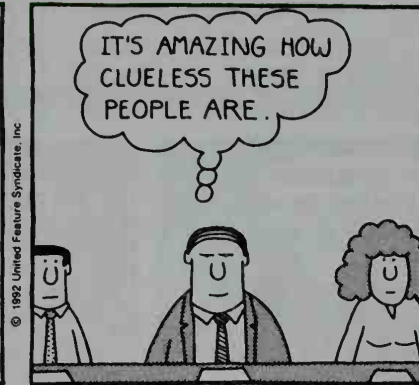
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DILBERT Gives You the Business

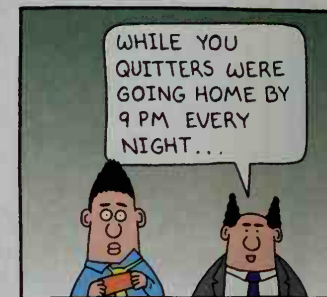
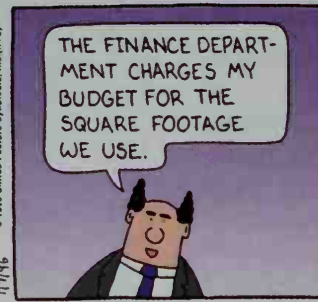
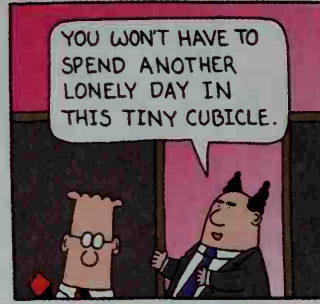
ANNOYING
CO-WORKERS





DILBERT Gives You the Business

ANNOYING
CO-WORKERS





GEE, TIM,
YOU LOOK
AWFUL.

I'VE BEEN WORK-
ING FOR FIVE
DAYS WITHOUT
ANY SLEEP TO
FINISH THIS
REPORT.



S. Adams

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



9-3

WOW,
LUCKY
BREAK.



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



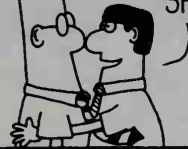
UH-OH, NARDO
IS COMING. I'M
OUT OF HERE.



12-20

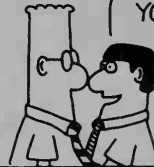
UH, HI,
NARDO.

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



S. Adams

TAKE YOUR
HANDS OUT
OF MY POCKETS.



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

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



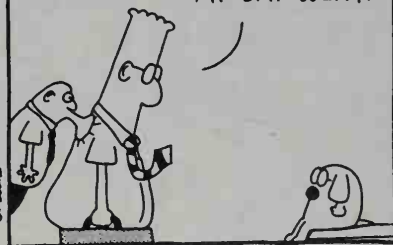
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FLOYD HAS WORKED HERE
FOR TWENTY YEARS WITH-
OUT DEVELOPING ANY
SKILLS. HE SURVIVES BY
ATTACHING HIMSELF TO THE
BACKS OF OTHER EMPLOYEES.



9-2

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



S. Adams

I SEE IT'S YOUR
TURN TO WORK
WITH FLOYD.

YEAH.



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HE LIVED ON MY BACK
FOR A YEAR, SHARING
MY SUCCESSES WITHOUT
CONTRIBUTING.



9-3

I HAD HIM
LANCED.

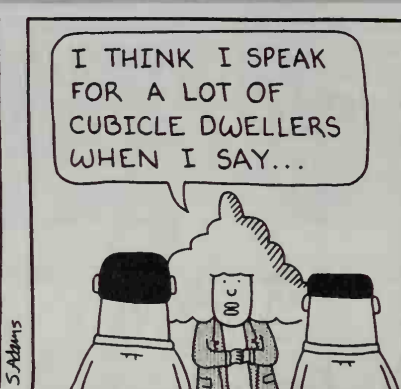
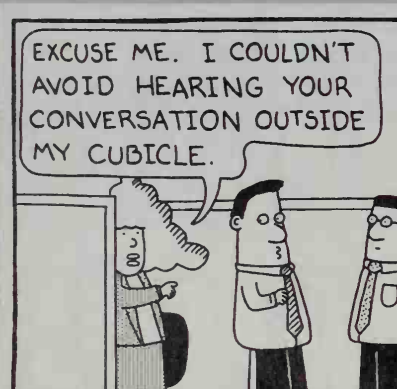
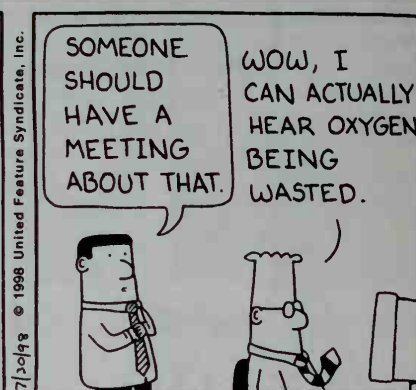
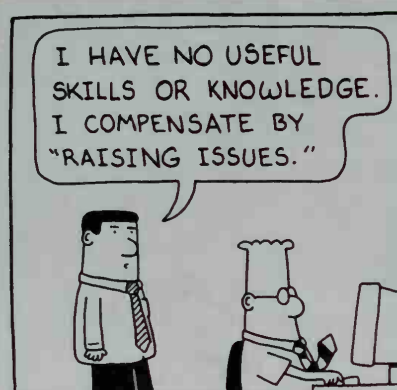
DOES IT
LEAVE A
BIG HICKEY?

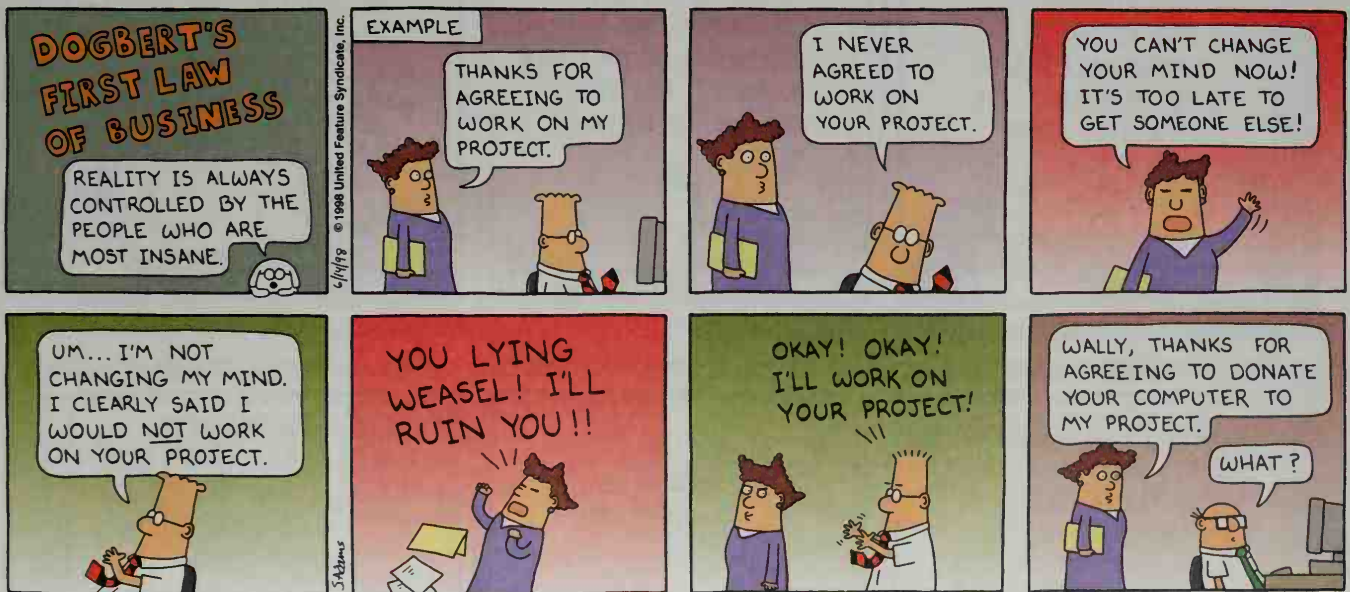
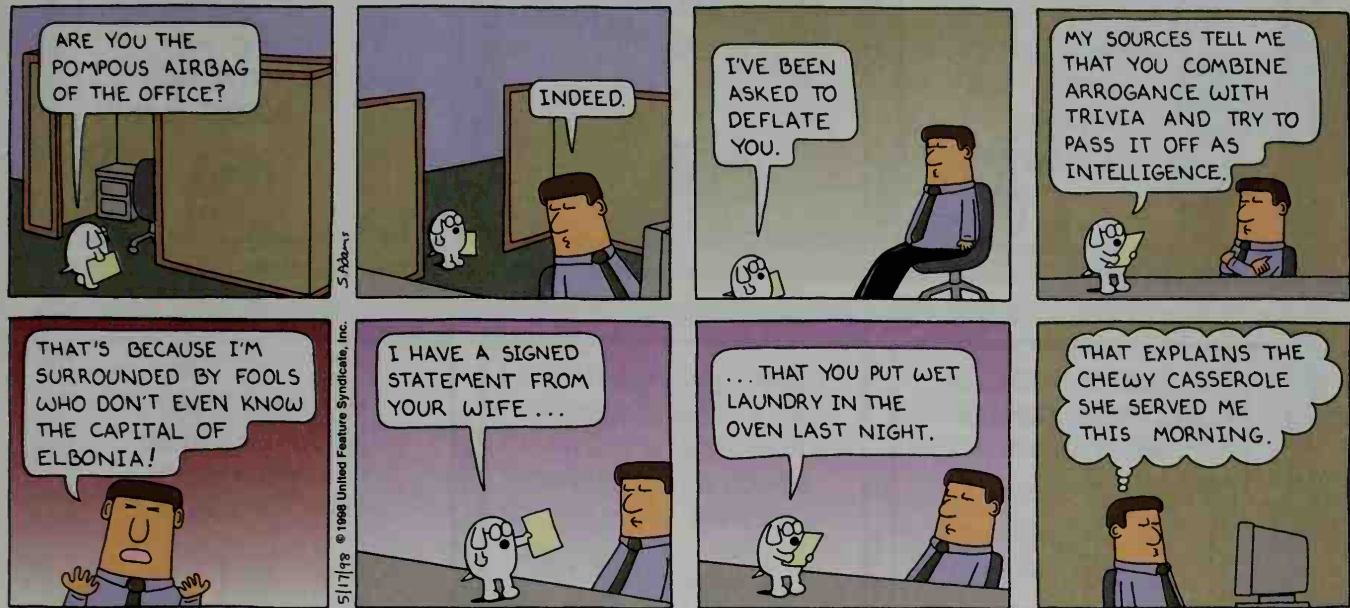


S. Adams

DILBERT Gives You the Business

ANNOYING
CO-WORKERS





DILBERT Gives You the Business

ANNOYING
CO-WORKERS

I JUST GAVE MY TWO-WEEK NOTICE.



S. Adams

YES! YES!
THE ARROGANT,
OBSTRUCTIONIST
BORE IS HISTORY!



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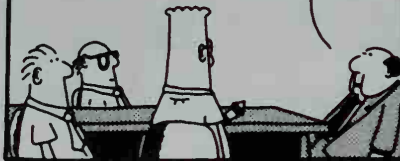
EVERYONE SEEMS TO
BE TAKING THIS
RATHER WELL.

COUNT ME
IN FOR THE
GOODBYE LUNCH!



OKAY, THE STAFF MEETING
IS OVER. DOES ANYBODY
HAVE ANY MEANINGLESS,
RAMBLING QUESTIONS?

JOHNSON?



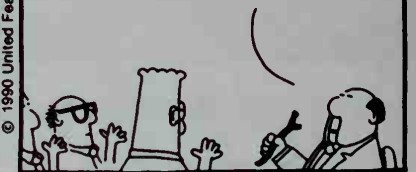
S. Adams

HOW CAN WE WORK
AS A TEAM TO ACHIEVE
TOTAL QUALITY WITH-
OUT SACRIFICING
CUSTOMER FOCUS?



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HOW MANY PEOPLE
WOULD LIKE TO SEE
ME MAKE JOHNSON
FETCH THIS STICK?



IF THERE ARE NO
OBJECTIONS, I'D
LIKE TO MAKE
FUNNY FACES AND
TELL A LONG
RAMBLING STORY.

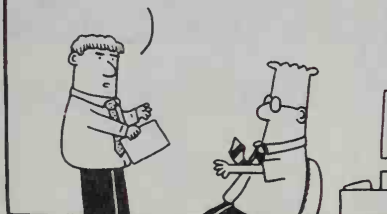


S. Adams © 1993 United Feature Syndicate, Inc.

... SO, THEN I SAID
"YOU WANT THE MONTHLY
REPORT, NOT THE DAILY
REPORT"... BUT THAT
GOT ME THINKING...
SO...



I NEED THIS INFORMATION
TODAY. PLUS A COMPLETE
ANALYSIS OF THE
ALTERNATIVES.



S. Adams

CRINKLE
CRINKLE
STUFF

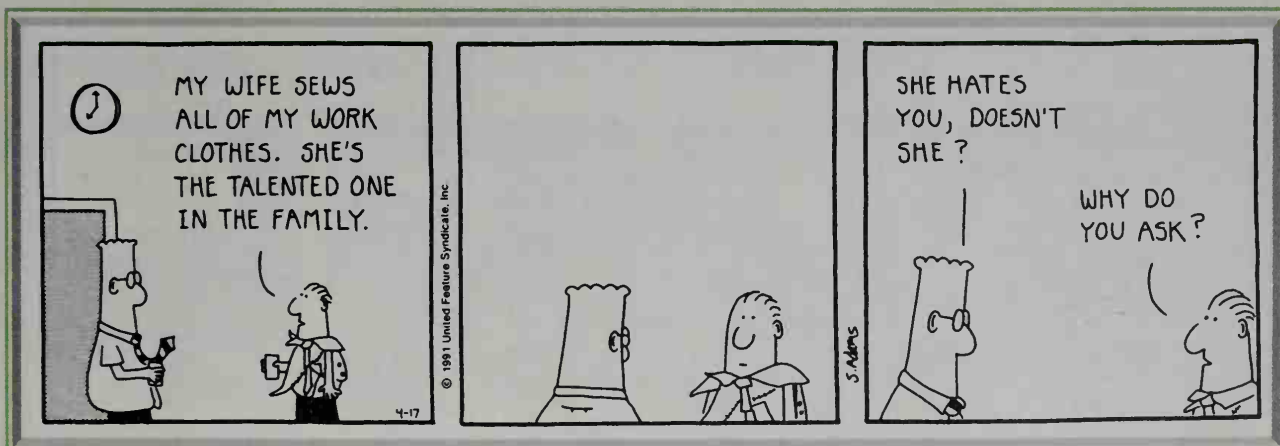
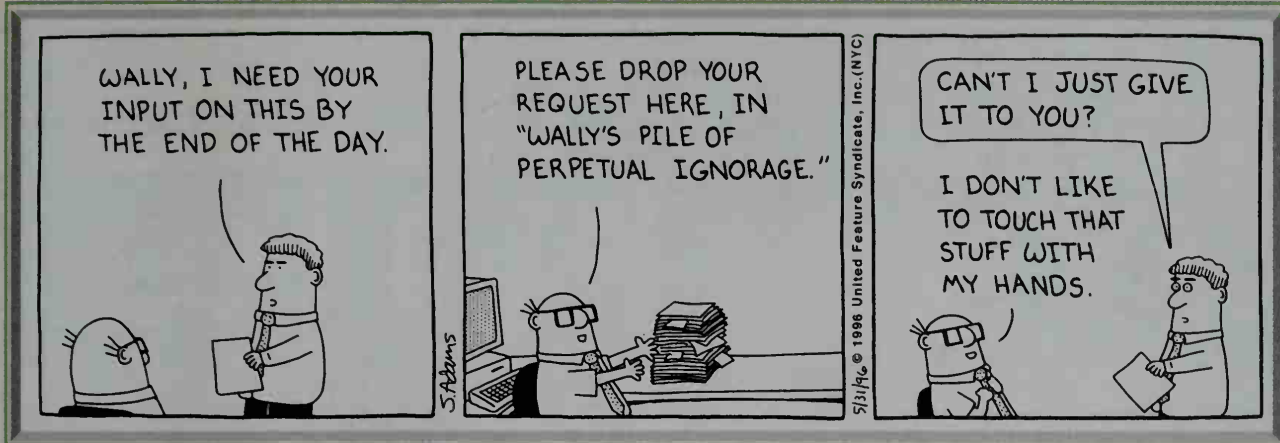


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THAT
WASN'T
NICE.

IN TODAY'S
LESSON, YOU LEARN
THAT YOU'RE MY
CO-WORKER, NOT
MY BOSS.







DILBERT Gives You the Business

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.



I TOOK A CRACK AT WRITING A "MISSION STATEMENT" FOR OUR GROUP.



S. Adams

"WE ENHANCE STOCKHOLDER VALUE THROUGH STRATEGIC BUSINESS INITIATIVES BY EMPOWERED EMPLOYEES WORKING IN NEW TEAM PARADIGMS."



6-14

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DO YOU EVER JUST MARVEL AT THE FACT WE GET PAID TO DO THIS?

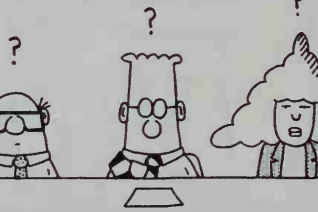
DID ANYBODY BRING DONUTS?



FROM NOW ON, I'LL BE USING THE CHAOS THEORY OF MANAGEMENT.



S. Adams



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AND THIS WILL BE DIFFERENT HOW?
NOW THERE'S A NAME FOR IT.



I HAVEN'T TALKED YET, BUT ALL THE GOOD POINTS HAVE BEEN TAKEN.



S. Adams

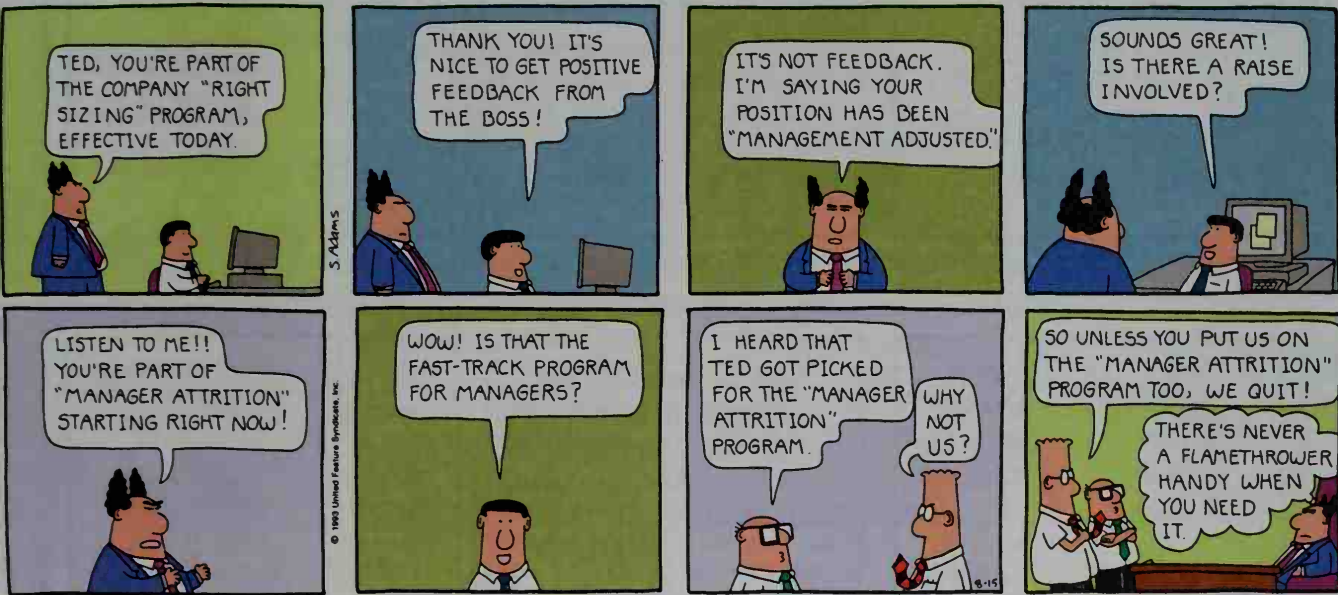
WE MUST MAKE SURE OUR MOMENTUM ALIGNS WITH OUR VALUE-ADDED DISTRIBUTION!



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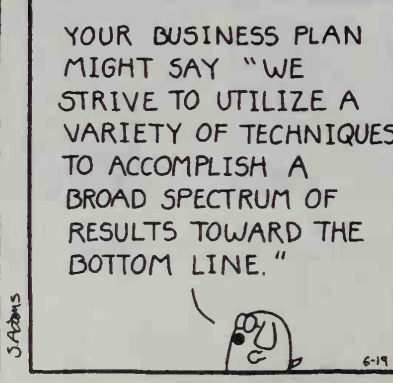
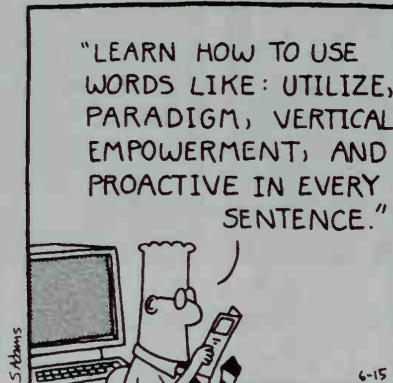
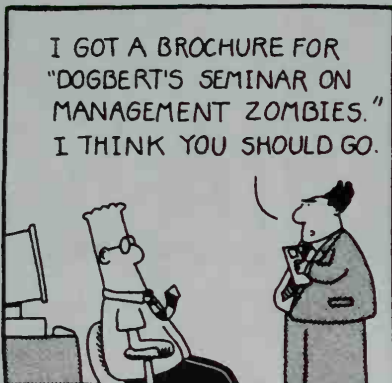
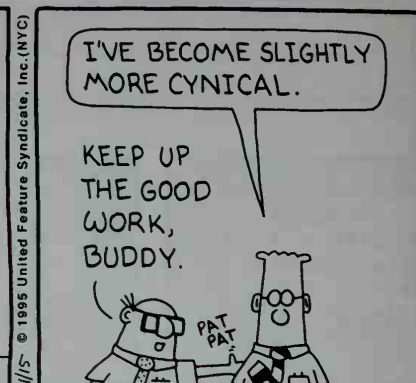
THAT WAS JUST BABBLE, RIGHT?
ALL THE GOOD ONES WERE TAKEN.







DILBERT Gives You the Business





BUSINESS LANGUAGE EXPLAINED

"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.

"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.

BUSINESS LANGUAGE

I WANT YOU TO INTERVIEW THE NEW CANDIDATE FOR ENGINEERING. DON'T REVEAL ANY UGLY TRUTHS.



AT THIS COMPANY WE'RE DEDICATED TO THE PRINCIPLE OF EMPLOYEE EMPOWERMENT, JENNIFER.



THE "PRINCIPLE OF EMPLOYEE EMPOWERMENT"?

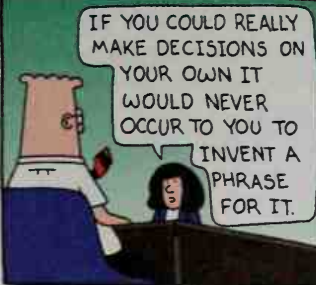


UH-OH.

WHY WOULD YOU HAVE A SPECIAL PHRASE FOR SOMETHING LIKE THAT?



IF YOU COULD REALLY MAKE DECISIONS ON YOUR OWN IT WOULD NEVER OCCUR TO YOU TO INVENT A PHRASE FOR IT.

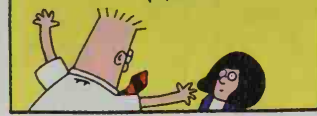


MY SHIELDS ARE DOWN... A HULL BREACH IS IMMINENT...

JUST DON'T TELL ME YOU HAVE "QUALITY TEAMS."



RUN FOR IT, JENNIFER!!! IT'S TOO LATE FOR ME BUT YOU CAN SAVE YOURSELF!!! RUN!!!



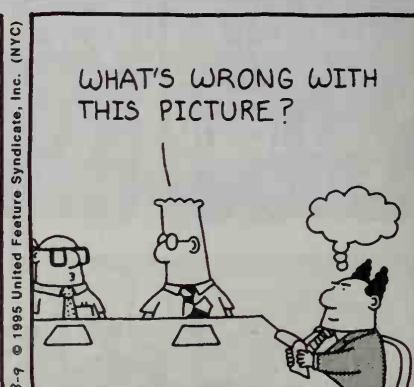
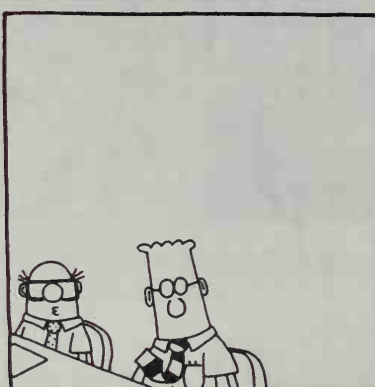
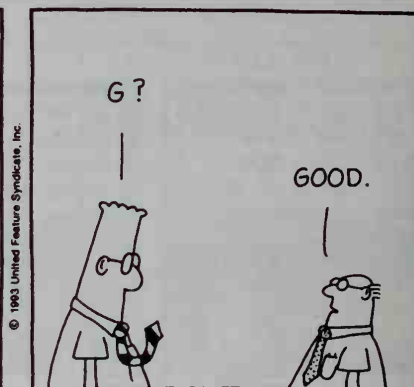
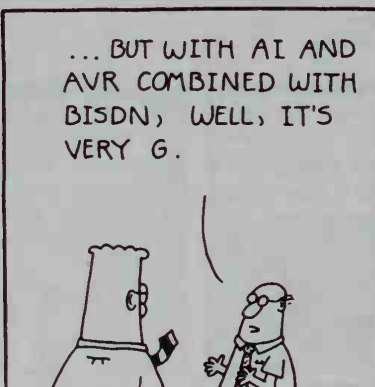
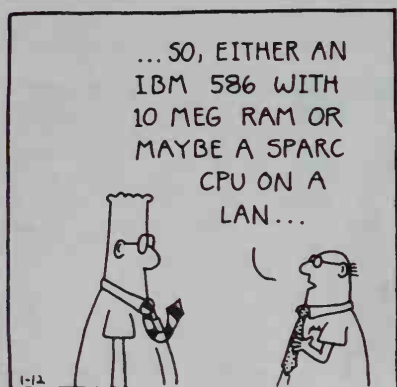
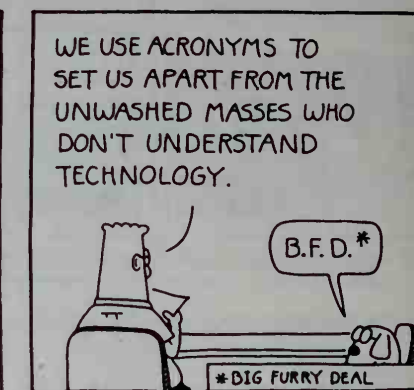
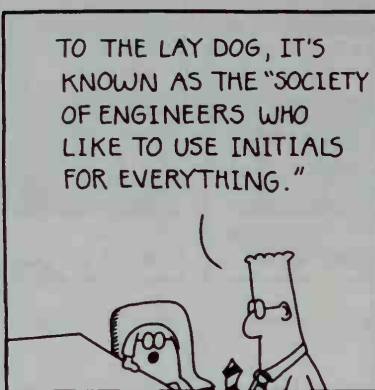
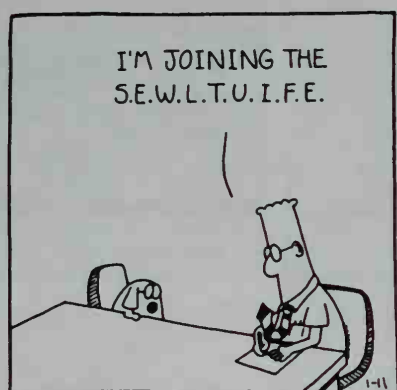
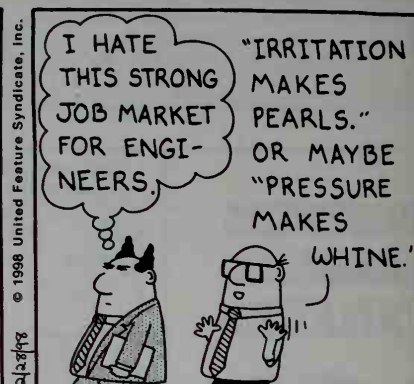
WHOA! HULL BREACH. ANY SURVIVORS?

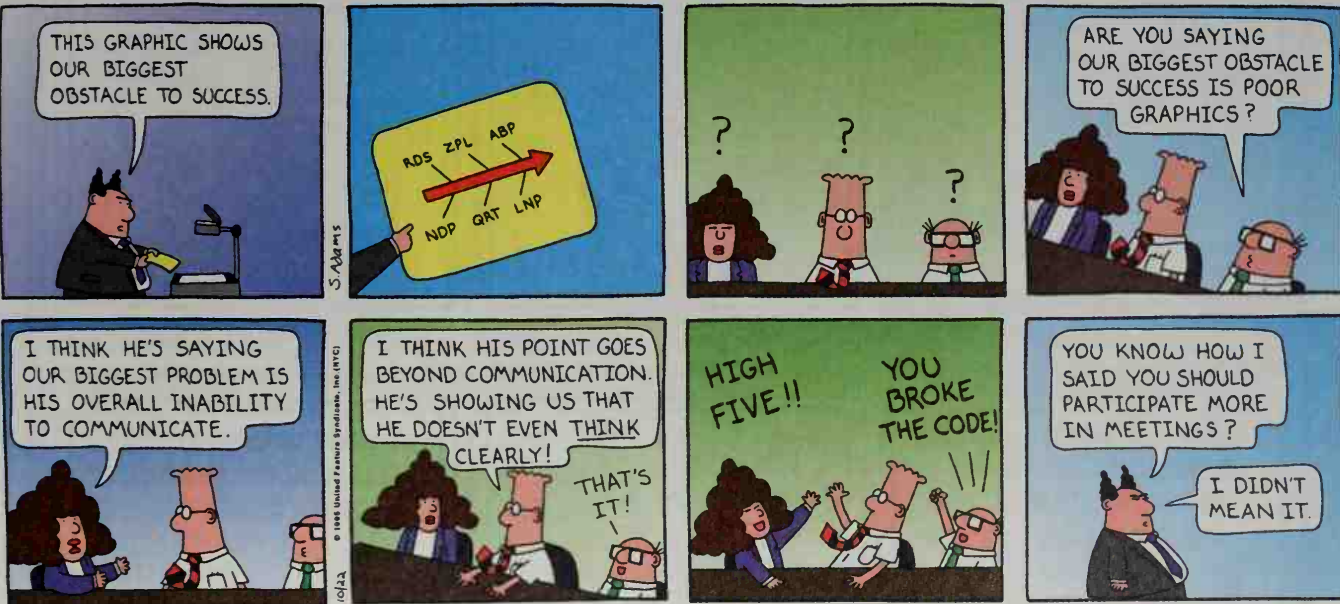
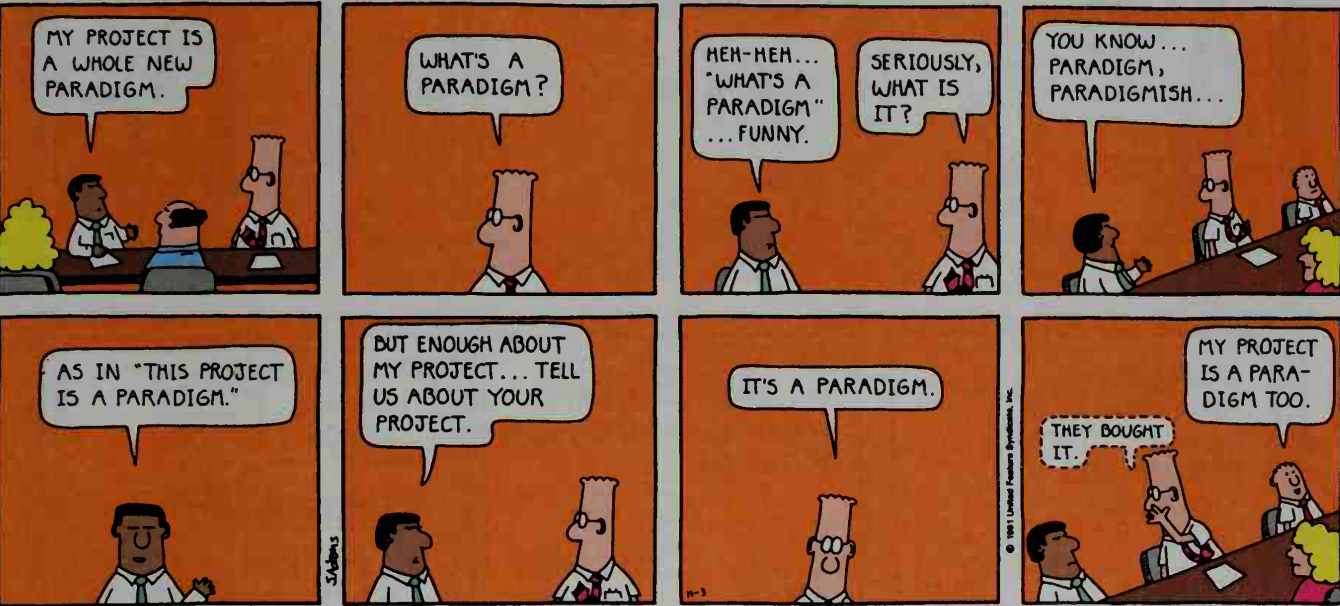
ONE. I HAD TO JETTISON MY DIGNITY BUT SHE MADE IT TO THE ESCAPE POD.





DILBERT Gives You the Business

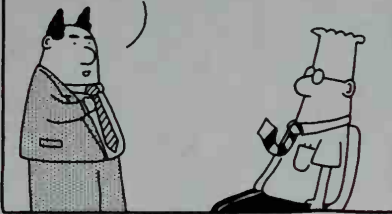






DILBERT Gives You the Business

DON'T THINK OF YOURSELF AS A POWERLESS PEON IN A BOX.

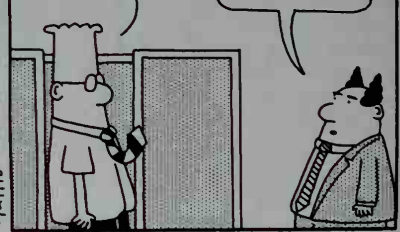


YOU'RE AN AGENT OF CHANGE IN A DYNAMIC, NATURAL WORK GROUP!



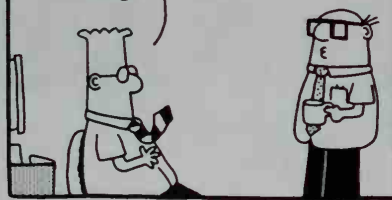
CAN I PUT THAT ON MY BUSINESS CARDS?

I'D RATHER NOT LEAVE A PAPER TRAIL.



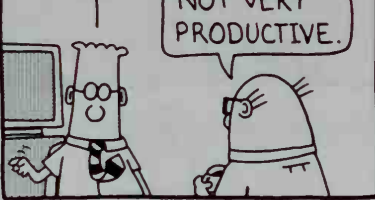
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IT'S AMAZING HOW MUCH WE'VE CHANGED SINCE PREHISTORIC TIMES.



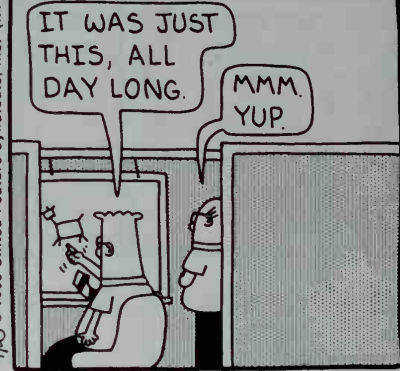
OUR ANCESTORS JUST SAT AROUND IN CAVES, GRUNTING AND DRAWING ON THE WALL.

NOT VERY PRODUCTIVE.



IT WAS JUST THIS, ALL DAY LONG.

MMM. YUP.

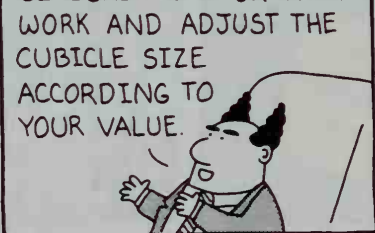


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JUST AS I THOUGHT, MY CUBICLE IS TWO INCHES SMALLER TODAY THAN YESTERDAY!

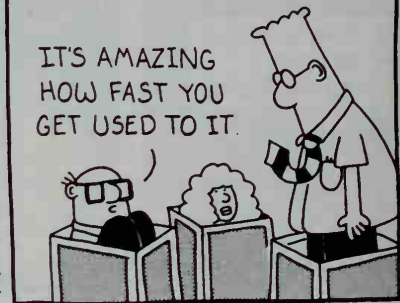


WE INSTALLED REAL-TIME STATUS ADJUSTERS IN THE CUBICLE WALLS. SENSORS MONITOR YOUR WORK AND ADJUST THE CUBICLE SIZE ACCORDING TO YOUR VALUE.

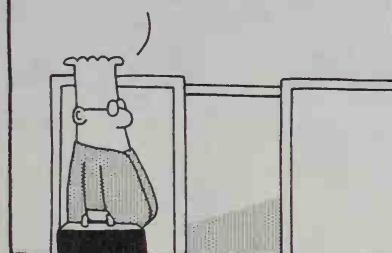


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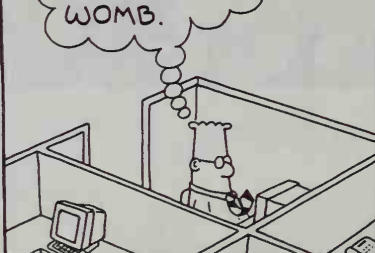
IT'S AMAZING HOW FAST YOU GET USED TO IT.



AHH ... SWEET CUBICLE, I HAVE RETURNED FROM MY TRIP.

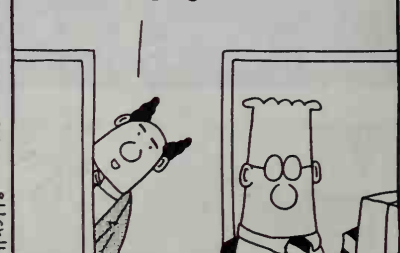


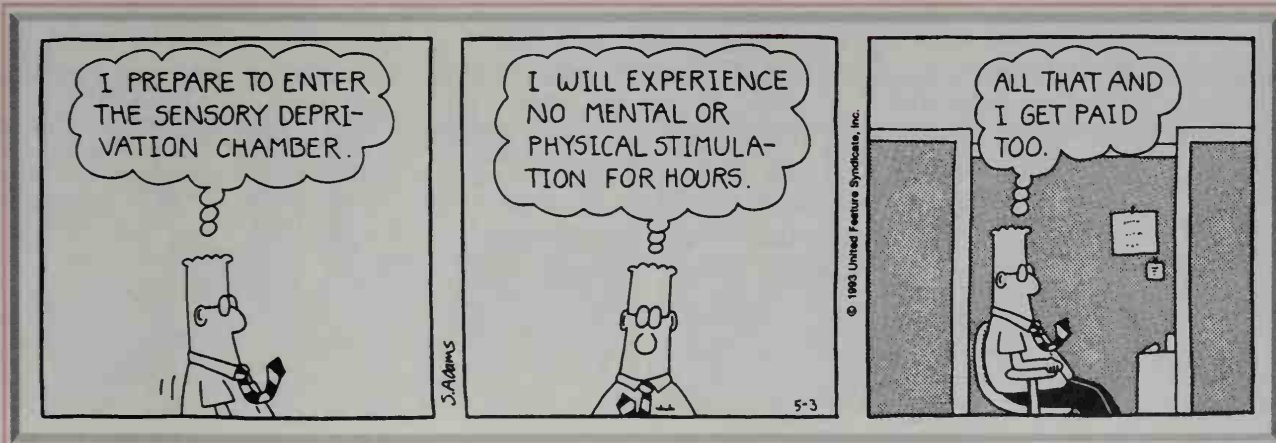
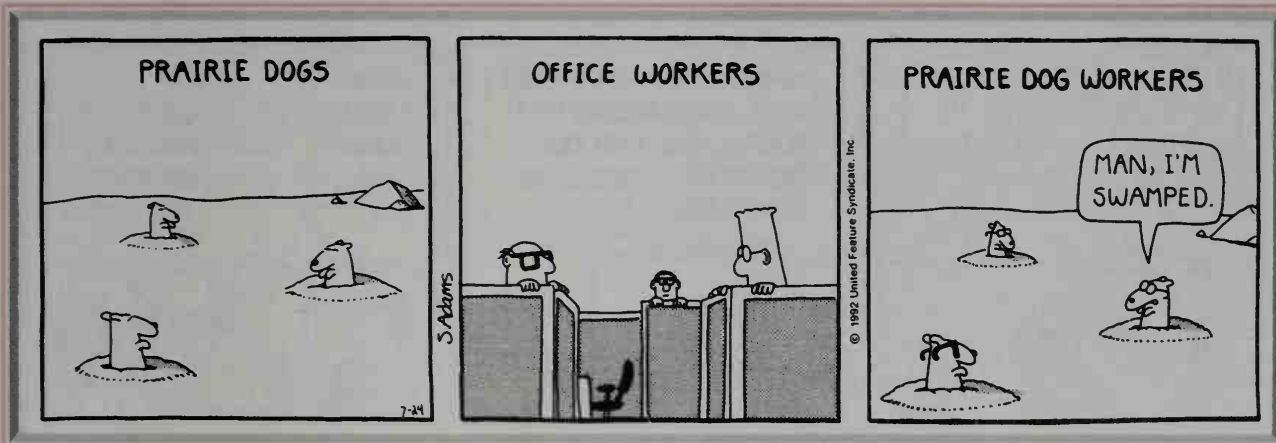
IT'S JUST LIKE BEING IN A WOMB.



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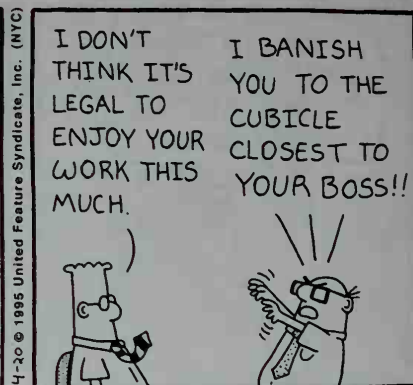
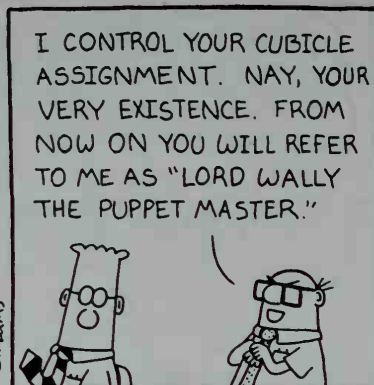
I JUST WANTED TO POKE MY HEAD IN AND SAY HI.



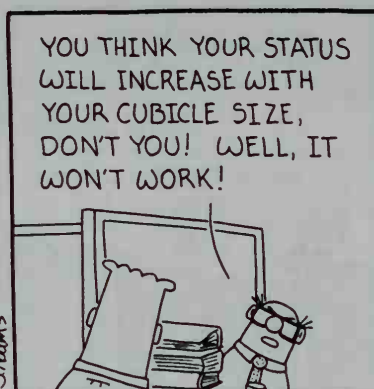




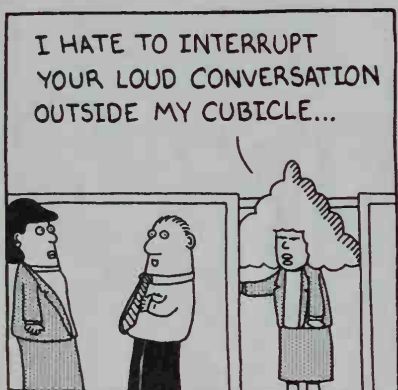
DILBERT Gives You the Business



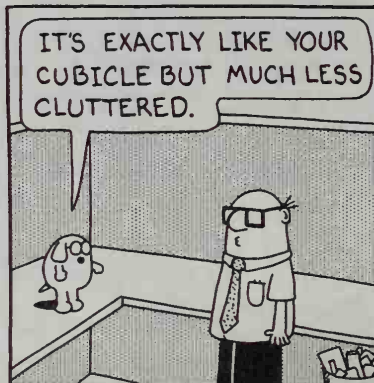
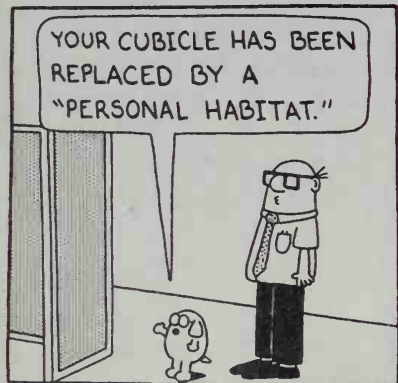
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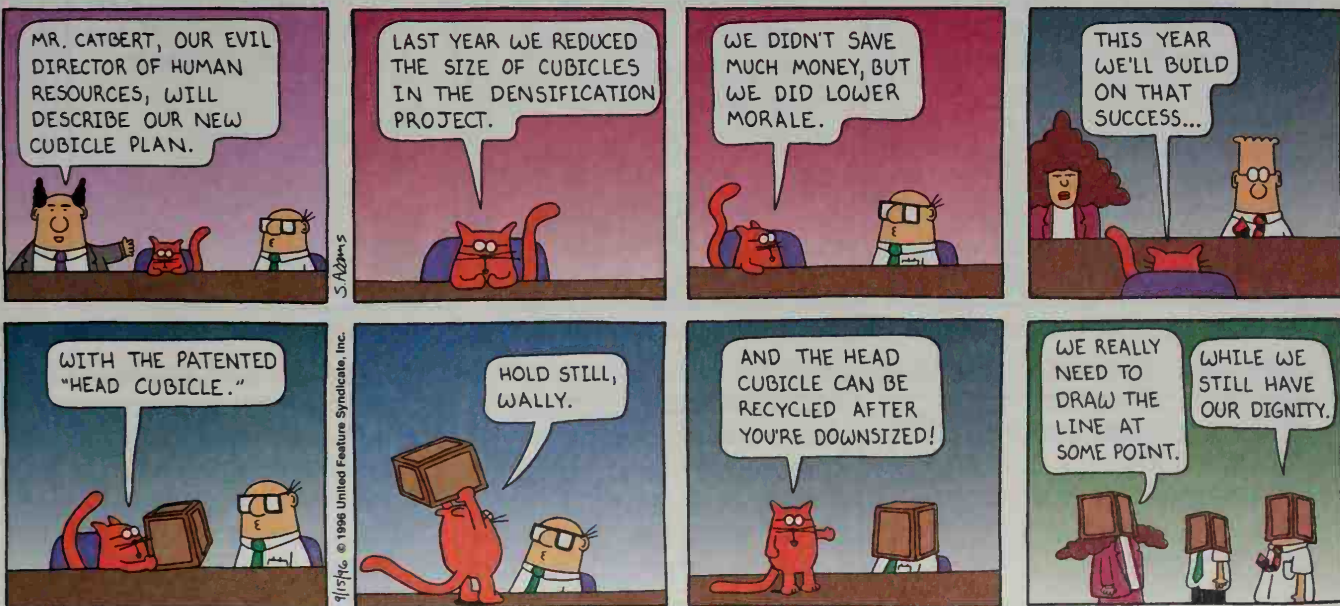
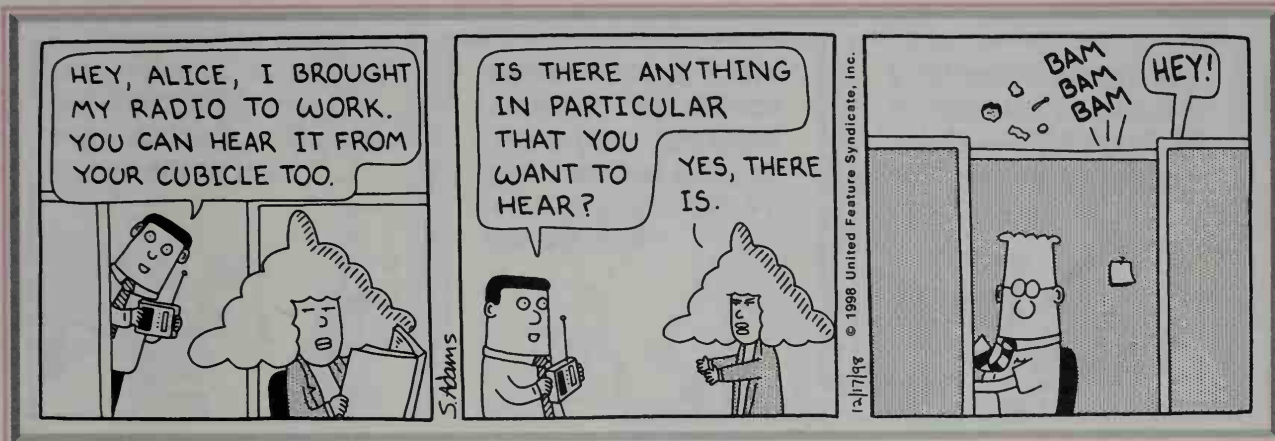
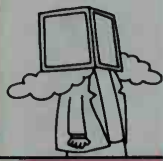
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DILBERT Gives You the Business

WILLY, THERE'S A MOUSE
IN MY OFFICE. PLEASE
GET RID OF IT.



HAW HAW! TWENTY-
FIVE YEARS OF THE
SO-CALLED WOMEN'S
MOVEMENT AND NOTHING
IS DIFFERENT!



DO IT NOW,
OR I'LL FIRE
YOUR BUTT.



THIS PART
IS A LITTLE
DIFFERENT.



I'VE HIT THE GLASS
CEILING. I'LL NEVER
BE PROMOTED AGAIN.



THAT'S BECAUSE YOU'RE
NOT WILLING TO "PLAY
THE GAME." YOU HAVE
TO LOOK AND ACT LIKE
THE PERSON WHO CAN
PROMOTE YOU.



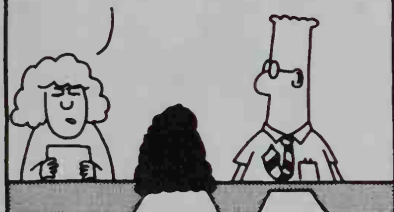
OOO-
LA LA!



THIS HAD
BETTER
WORK.



DON'T MIND ME
TODAY... IT'S ALMOST
TIME FOR MY "FRIEND"
TO VISIT.



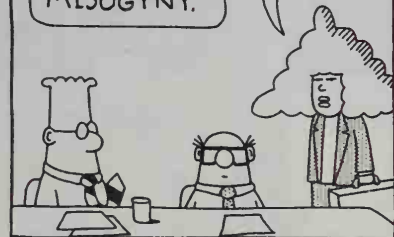
THAT'S FUNNY... I
WOULD THINK YOU'D
BE IN A GOOD MOOD
IF A FRIEND WERE
GOING TO VISIT.



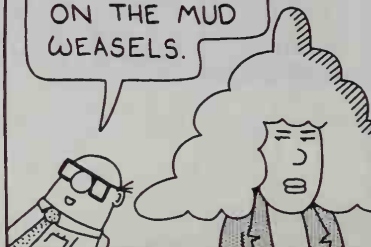
SHE LOOKED PUFFY,
BUT SHE STRUCK
LIKE A COBRA.



I'M OFF TO ELBONIA,
THE LAND OF WAIST-
DEEP MUD AND
MISOGYNY.



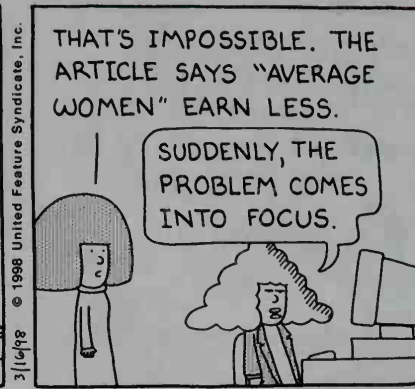
ON THE PLUS SIDE,
YOU CAN KICK PEOPLE
AND BLAME IT
ON THE MUD
WEASELS.



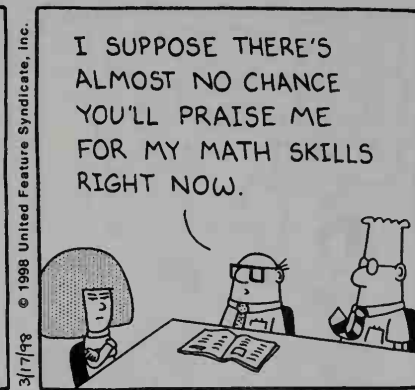
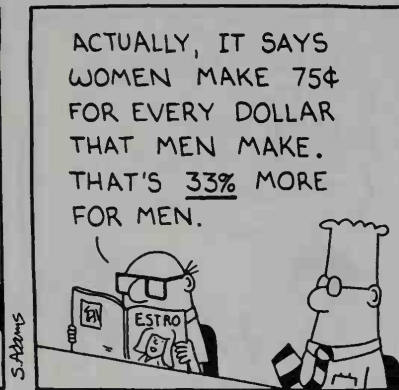
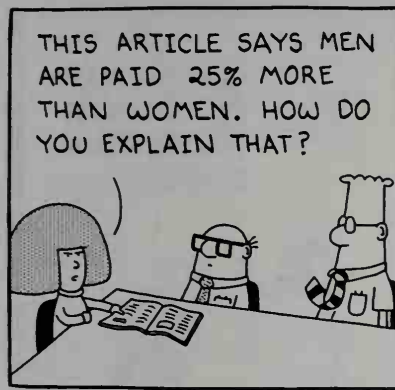
WHAT'S WRONG, YUGI?
ONE SECOND YOU ARE
COMPLIMENTING THIS
CHICK, NEXT SECOND
SCREAMING.



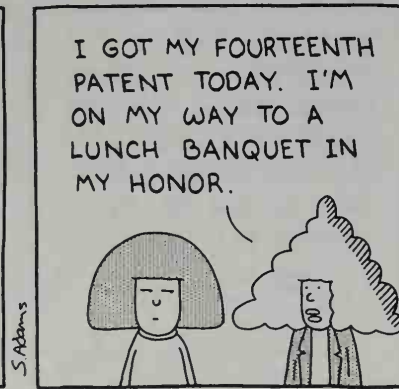
MUD
WEASEL.



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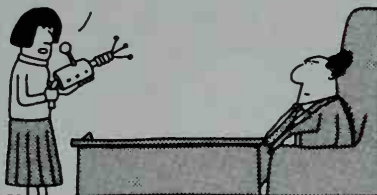


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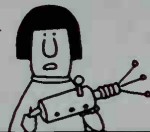


DILBERT Gives You the Business

MY "DEFANTALATOR" INVENTION CAN ELIMINATE THE UNPRODUCTIVE AND NAUGHTY THOUGHTS OF YOUR MALE EMPLOYEES.

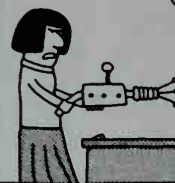


WE SUCCEEDED IN GETTING MEN TO STOP ACTING LIKE MEN, BUT IT WASN'T ENOUGH. MEN MUST STOP THINKING LIKE MEN TOO.



HEY! CUT IT OUT!

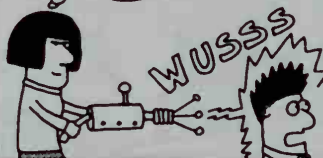
HMM... A LITTLE MAKE-UP AND A NEW HAIR-DO...



THERE'S ANOTHER UNPRODUCTIVE MAN, DAYDREAMING ABOUT ATTRACTIVE WOMEN.



A SHORT BURST FROM MY "DE-FANTALATOR" SHOULD SET HIM STRAIGHT.



HEY! I THINK I'M STARTING TO LIKE FIGURE SKATING!



I JUST WATCHED THE MANDATORY VIDEO ON SEXUAL HARASSMENT. IT WORKED!



IN ONLY THIRTY MINUTES, THAT VIDEO CORRECTED A BILLION YEARS OF EVOLUTION. DO SOMETHING SEXY AND WATCH ME IGNORE IT!



I PROBABLY SHOULDN'T HAVE FAST-FORWARDED THROUGH THE BORING PARTS.



IN A WAY, I'M GLAD THE ELBONIANS RUN THIS COMPANY NOW.

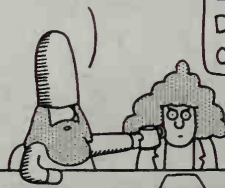


AFTER YEARS OF BEING THE ONLY FEMALE ENGINEER I'LL ENJOY WATCHING THE ELBONIANS DISCRIMINATE AGAINST YOU GUYS.



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

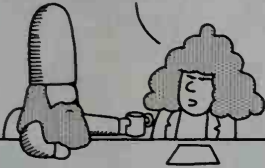
I HOPE YOU DON'T WANT CHILDREN, YORGI.



CONTINUED...



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



S. Adams

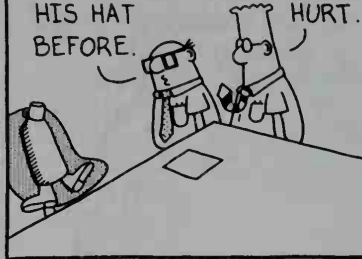
STAND UP...
THAT'S IT...
NOW THIS
WILL REALLY
SURPRISE
YOU.



OH
GOD

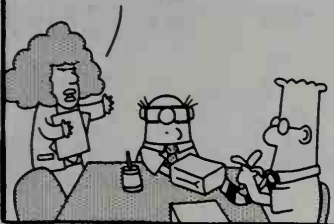
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I'VE NEVER SEEN
ANYBODY GET
KICKED INTO
HIS HAT
BEFORE.



THAT'S
GOTTA
HURT.

WHY IS IT THAT I NEVER
HAVE TIME TO EAT BUT
YOU MEN ARE IN HERE
EVERY DAY AT 11:35?



3/1

S. Adams

BECAUSE THE HOURS WE
SPENT UPGRADING OUR
PCs HAVE FINALLY
PAID OFF BY GREATLY
IMPROVING OUR
EFFICIENCY.



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I THOUGHT IT WAS
BECAUSE WE GET
HUNGRY AT 11:30.

WE CAN'T
REVEAL ALL
OUR SECRETS.



I WANT EVERYONE TO
PREPARE A PRESEN-
TATION FOR THE
EXECUTIVE REVIEW
BOARD. URGENT.



S. Adams

WHAT'S THAT SMELL?
YES!!! ... IT'S THE
SCENT OF UNNECESSARY
WORK FOR A MEETING
THAT WILL BE CANCELED.



SMELL
SMELL

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DID YOU SMELL THE
UNNECESSARY WORK?
WE CAN IGNORE IT!



IT'S LIKE POPCORN
FOR THE SOUL.

URGENT

WHY AREN'T YOU SLAVING
AWAY, PREPARING FOR
THE EXECUTIVE REVIEW
BOARD MEETING?



S. Adams

I HAVE THE MALE
"WORK AVOIDANCE
CHROMOSOME." I CAN
DETECT UNNECESSARY
WORK, THEREBY
AVOIDING IT.



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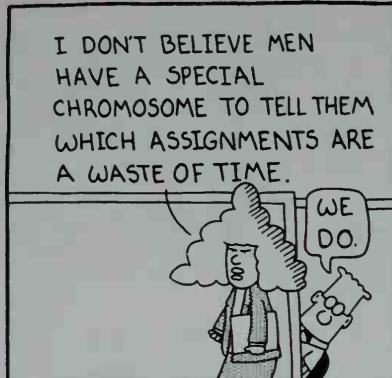
WE ALL
HAVE TO
BE READY
TO PRESENT
SOMETHING!



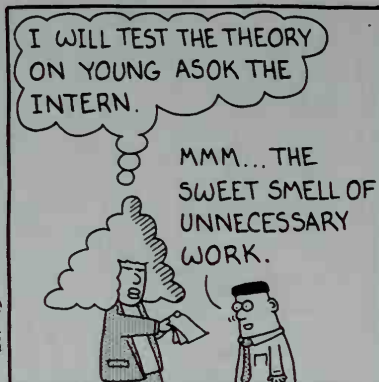
COULD YOU
HOLD IT
DOWN? I'M
TRYING TO
SLEEP.



DILBERT Gives You the Business



S. Adams



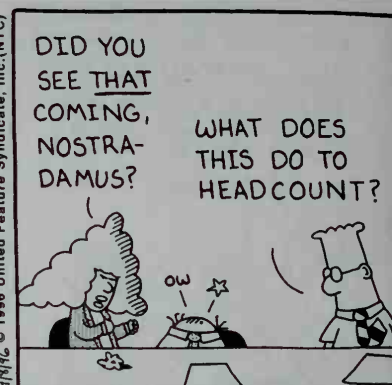
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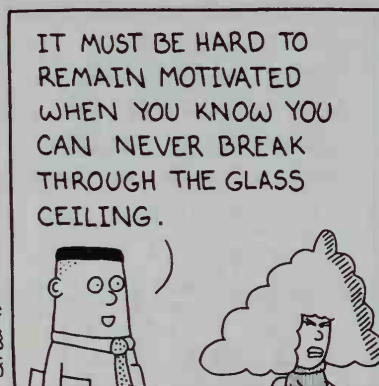
S. Adams



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S. Adams



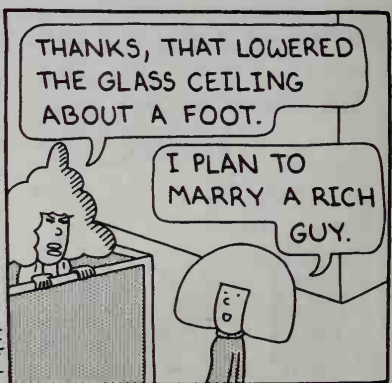
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S. Adams



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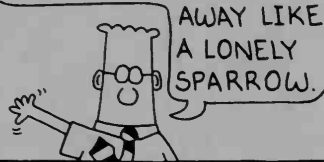


NOW THAT JOB SECURITY IS A THING OF THE PAST, I'VE NOTICED THAT MY COMPANY LOYALTY HAS VANISHED, TOO.



S. Adams

AND WHEN YOU MADE MY BONUS PRIMARILY DEPENDENT ON THE BLUNDERS OF SENIOR MANAGEMENT, MY MOTIVATION FLUTTERED AWAY LIKE A LONELY SPARROW.



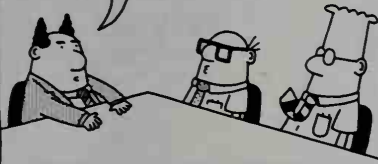
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SO YOUR POINT IS?

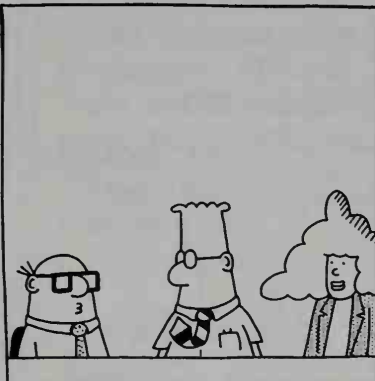
NO POINT. I JUST DIDN'T HAVE ANY REASON TO BE WORKING.



FROM NOW ON, ANYONE WHO MISSES A STAFF MEETING MUST BUY DONUTS FOR THE NEXT MEETING.

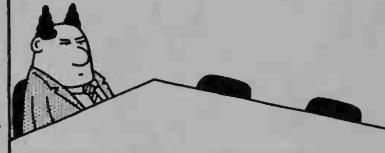


S. Adams



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DID I JUST SELL THEM THEIR FREEDOM FOR DONUTS?



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



S. Adams

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



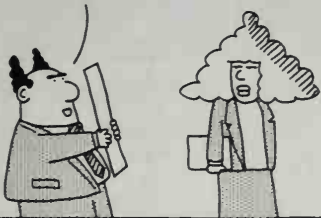
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I THINK YOU CAN RELATE TO THIS SCENE.

AM I THE SEAGULL OR THE CLAM?



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



S. Adams

WHAT DO YOU THINK, ALICE? ARE YOU INSPIRED?

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



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

TELL ME ABOUT IT...





DILBERT Gives You the Business

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



READY!!

S. Adams

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



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I THINK IT'S WORKING.

RUN FOR IT, MOM!!!



IF THE DEPARTMENT MEETS ITS GOAL FOR THE QUARTER YOU CAN SHAVE MY HEAD!



S. Adams

THAT WOULD BE A BIG IMPROVEMENT.

HE'S TRYING TO SAVE MONEY ON A HAIRCUT



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IF WE DOUBLE OUR GOAL CAN WE IRON YOUR SHIRT, TOO?

I NEED SOME LESS EXPERIENCED EMPLOYEES.



A TWO PERCENT ANNUAL RAISE?! WOWEE!!



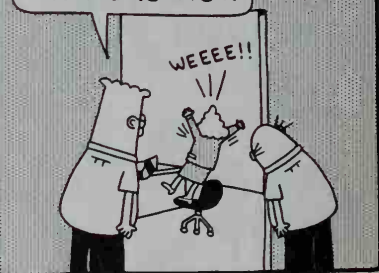
S. Adams

HA HA! YOU TRIED TO DISAPPOINT ME BUT I COMPENSATED BY DRASTICALLY LOWERING MY EXPECTATIONS!



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YEAH, IT MIGHT BE A GOOD SIGN, BUT I'M THINKING NOT.

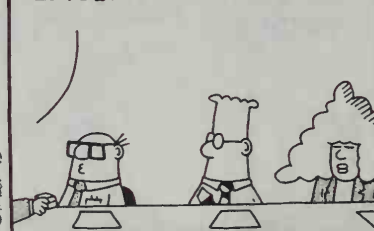


OUR NEW "RECOGNITION PROGRAM" ASSIGNS THE NAMES OF PRECIOUS GEMS TO YOUR LEVELS OF PERFORMANCE.



S. Adams

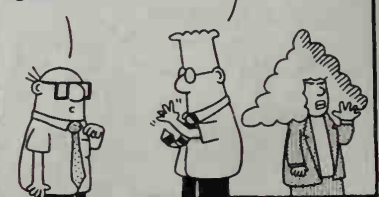
THE HIGHEST LEVEL IS DIAMOND. YOU GET A NEW RING AT EACH LEVEL.

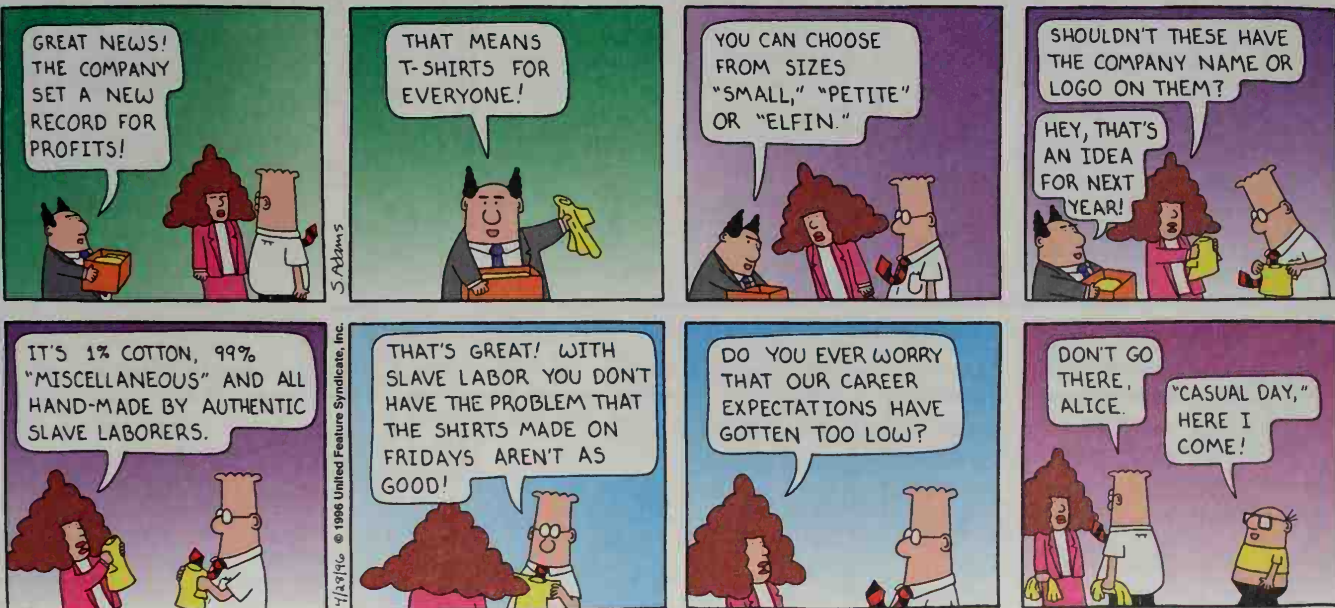
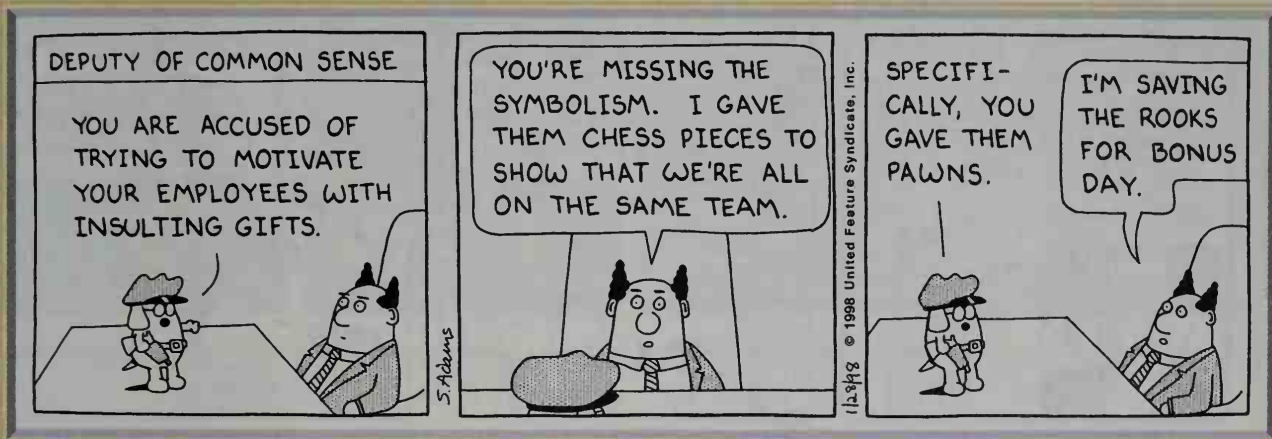


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ARE YOU SURE TALC IS A PRECIOUS GEM?

I THINK I SAW IT SPARKLE.



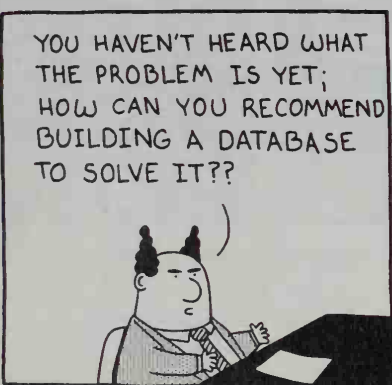
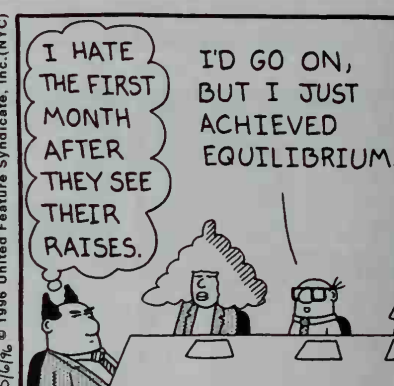
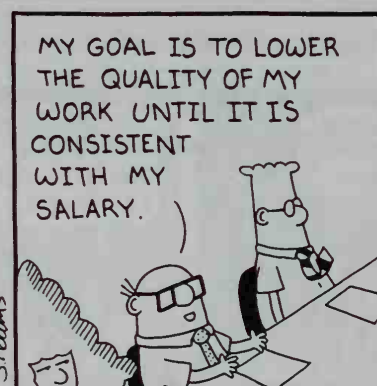
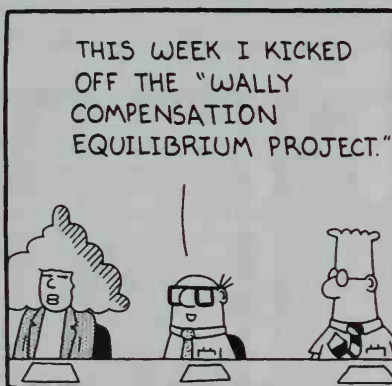
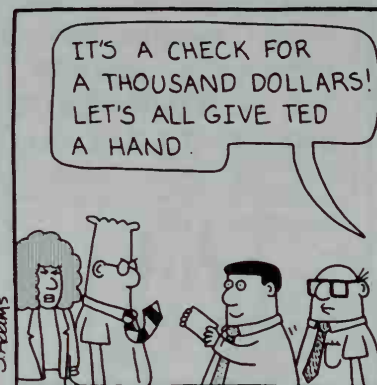




DILBERT Gives You the Business



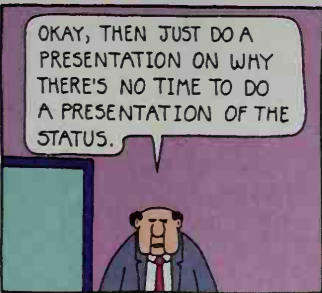
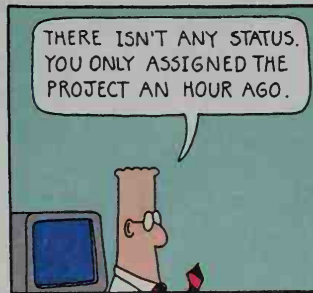
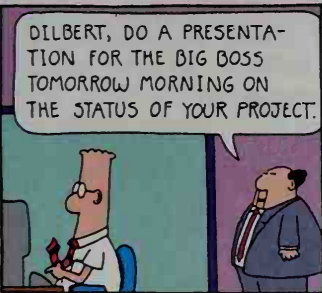
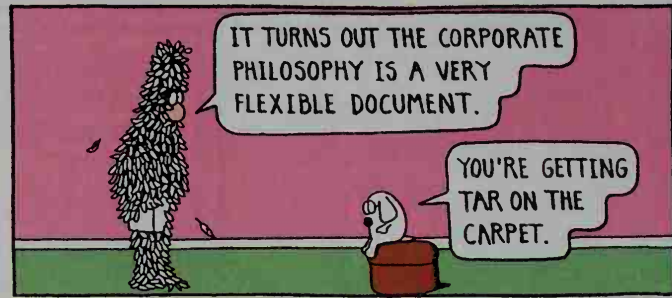
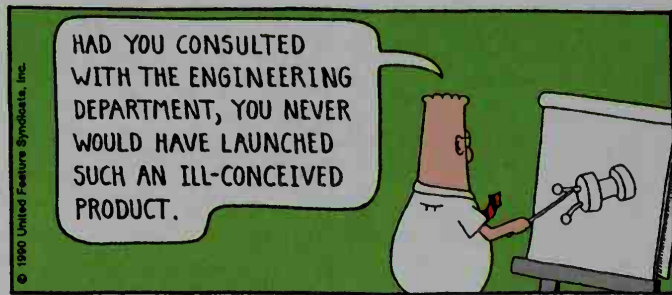
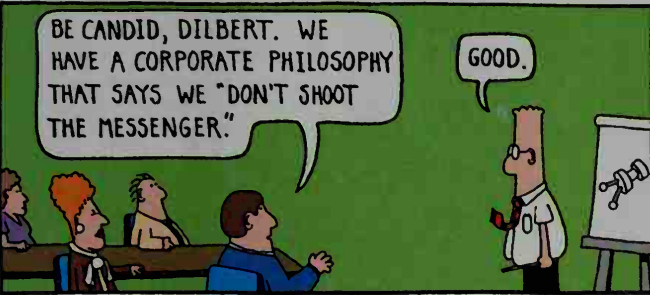
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ZZZZ



MEETINGS AND PRESENTATIONS





DILBERT Gives You the Business

PLEASE EXCUSE THE
ARTWORK IN THIS
NEXT DIAGRAM.



S. Adams

WHAT'S THAT?
IT LOOKS LIKE
ELVIS' FACE ON
A CREDENZA!
HA HA HA!
OR IS IT A
RORSCHACH
TEST??!
HA HA HA!!

7-3



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AND IN CONCLUSION,
I HATE YOU ALL.

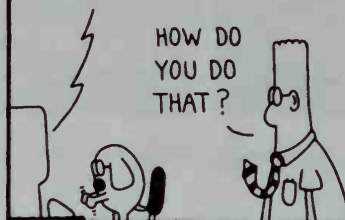


CHAPTER IV. "TIME
MANAGEMENT"



S. Adams

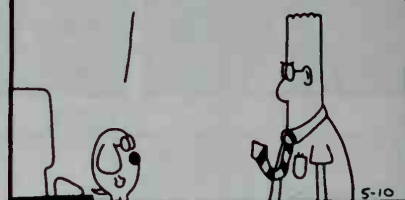
"ALWAYS POSTPONE
MEETINGS WITH
TIME-WASTING
MORONS."



HOW DO
YOU DO
THAT?

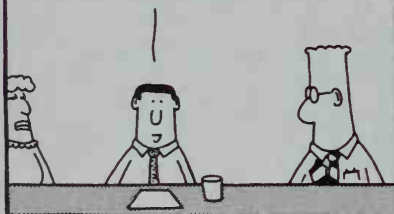
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CAN I GET BACK
TO YOU ON THAT?



5-10

THANK YOU ALL FOR
COMING. THERE'S NO
SPECIFIC AGENDA FOR
THIS MEETING...



S. Adams

AS USUAL, WE'LL JUST
MAKE UNRELATED
EMOTIONAL STATEMENTS
ABOUT THINGS WHICH
BOTHER US. I'LL KICK
IT OFF...



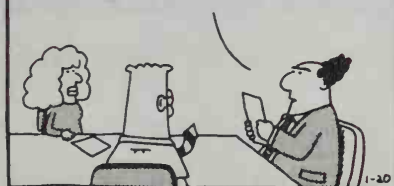
8-26

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THERE'S NEVER
TIME TO GET
ANY WORK
DONE AROUND
HERE !!



FIRST ON THE AGENDA
IS A DISCUSSION OF
THE COMPANY'S NEW
PAPER RECYCLING
PROGRAM.



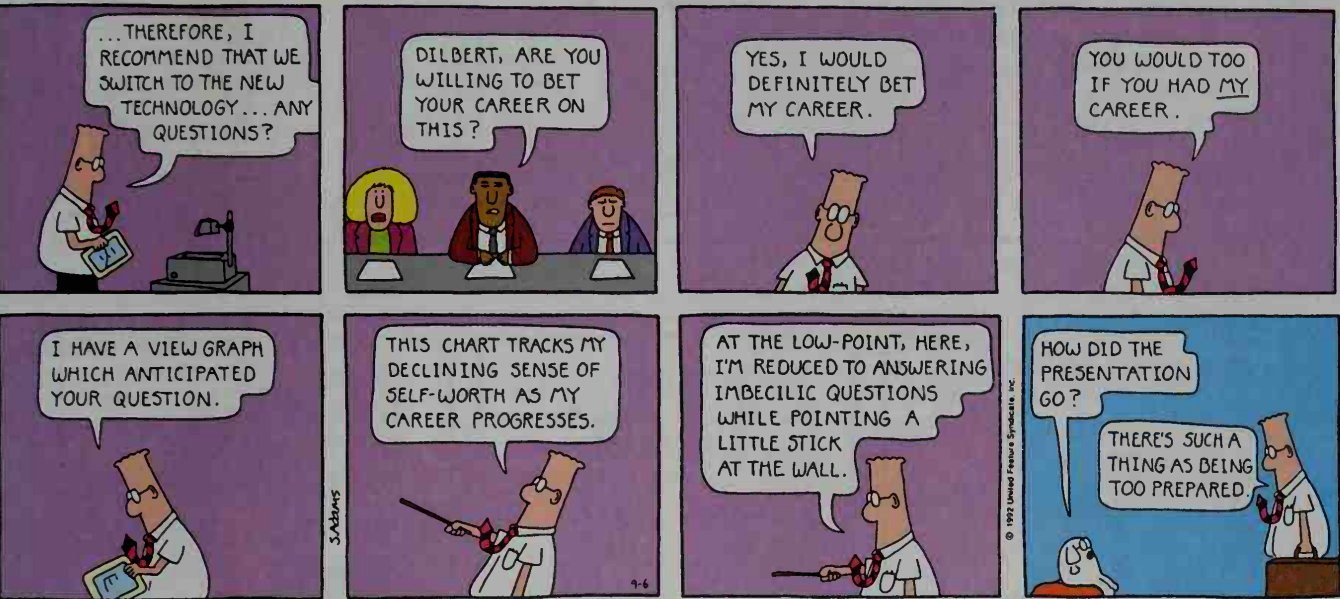
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WE TALKED ABOUT
THAT LAST TIME...
HEY, THIS IS LAST
WEEK'S AGENDA.

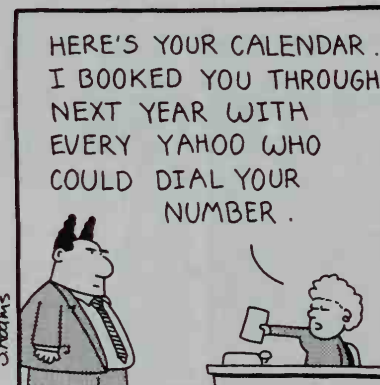
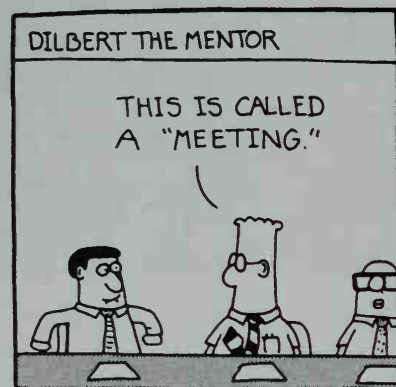
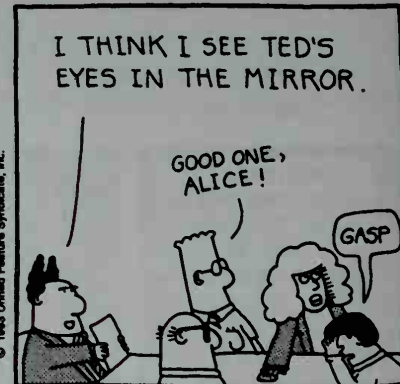
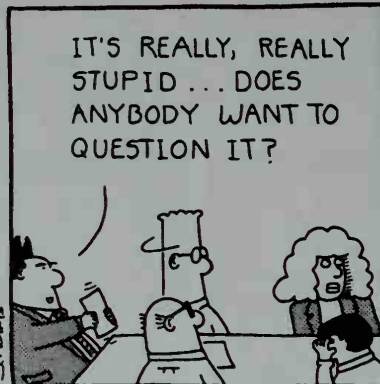


YOU SPOTTED
THE ONE
DRAWBACK.





DILBERT Gives You the Business







DILBERT Gives You the Business

LET'S GO AROUND THE TABLE AND GIVE AN UPDATE ON EACH OF OUR PROJECTS.



MY PROJECT IS A PATHETIC SERIES OF POORLY PLANNED, NEAR-RANDOM ACTS. MY LIFE IS A TRAGEDY OF EMOTIONAL DESPERATION.



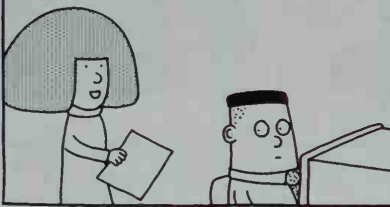
IT'S MORE OR LESS CUSTOMARY TO SAY THINGS ARE GOING FINE.

I THINK I NEED A HUG.



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YOU'RE INVITED TO A FOUR-HOUR MEETING, ASOK.



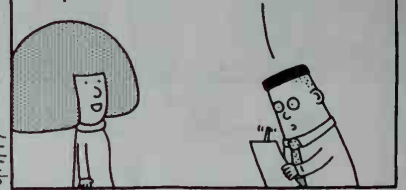
TINA, IT WOULD SEEM THAT ALL OF YOUR MEETINGS HAVE NO PURPOSE OTHER THAN TO PROVIDE YOU WITH A SURROGATE SOCIAL LIFE.



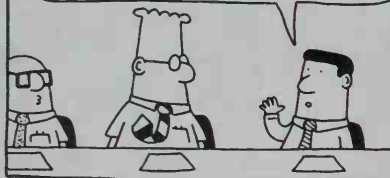
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CAN YOU BRING CHIPS?

I WISH, I WISH, I WISH I HAD A SPINE.



I'D LIKE TO REOPEN THE QUESTION OF WHAT VENDOR WE'LL USE, EVEN THOUGH IT'S TOO LATE TO CHANGE ANYTHING.



I DARN YOU TO HECK! YOU WILL SPEND AN ETERNITY WITH OTHER INDECISIVE DULLARDS!



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WHERE ARE YOU TAKING ME??!

HERE IS FINE.



I GOT CAUGHT IN TRAFFIC.



LET ME RECAP WHAT YOU MISSED. WE SPENT THE PAST HOUR DECIDING NOT TO CHANGE THE NAME OF OUR DEPARTMENT.



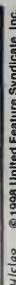
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YOU JUST INADVERTENTLY TRAINED ME TO BE LATE TO ALL MEETINGS.

OOPS.

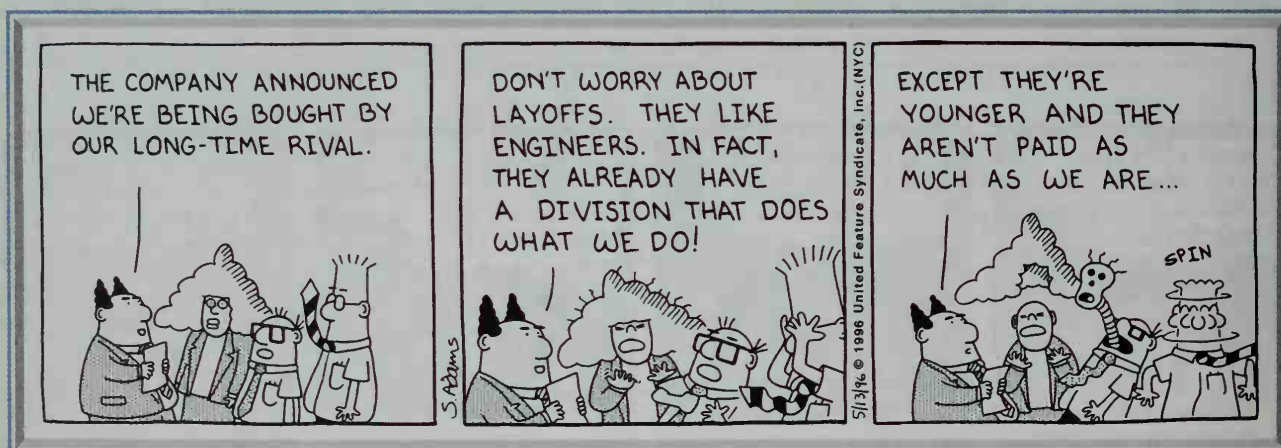
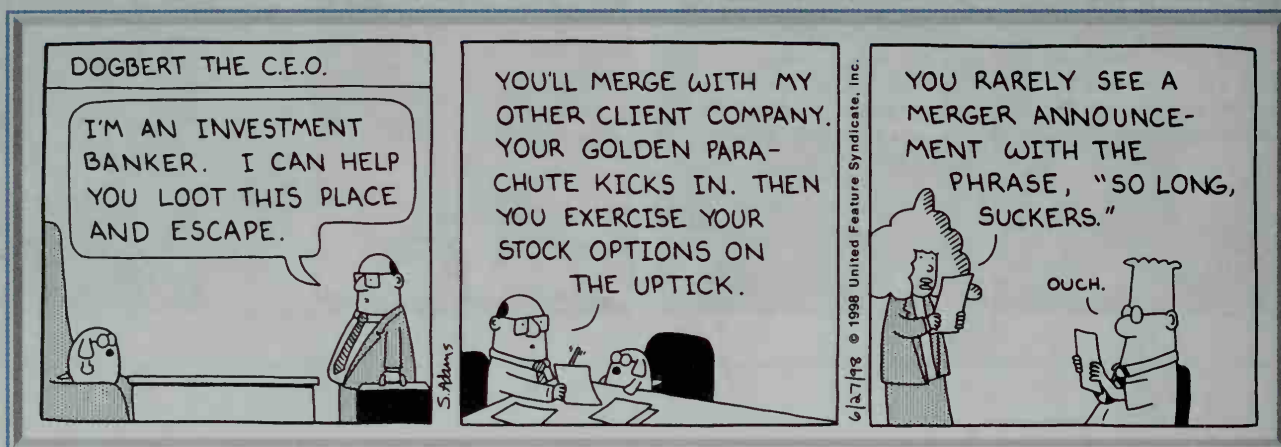
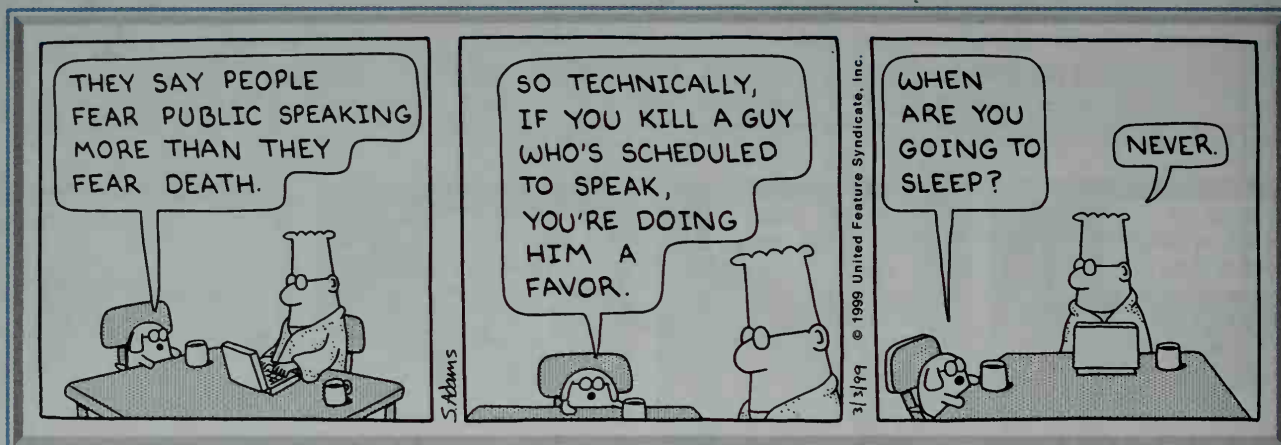


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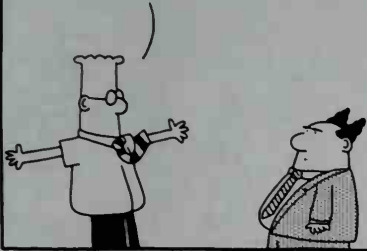


DILBERT Gives You the Business





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



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



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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.



IN THE "DUE DILIGENCE" PHASE OF OUR MERGER YOU WILL GIVE US ACCESS TO ALL OF YOUR PROPRIETARY INFORMATION.



WOULDN'T THAT LET YOU KNOW HOW TO CRUSH US COMPETITIVELY? COULDN'T YOU CANCEL THE MERGER AND TAKE OUR CUSTOMERS WITHOUT PAYING A CENT?



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MUST... CONTAIN MANIACAL... LAUGH...



"DUE DILIGENCE" BEFORE THE MERGER.

YOU MUST REVEAL YOUR SECRETS SO MY COMPANY KNOWS WHAT IT'S BUYING.



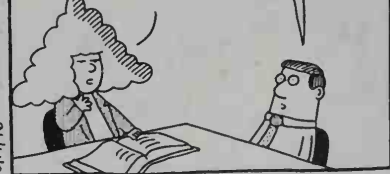
ALL OF OUR PROJECTS ARE DOOMED. MOST OF THE GOOD EMPLOYEES LEFT. OUR CUSTOMERS ARE STARTING A CLASS ACTION SUIT...



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AT LEAST THE BUILDING IS WORTH SOMETHING

IF YOU FEEL A TICKLE, THAT'S ASBESTOS.



CATBERT: EVIL H.R. DIRECTOR

THERE WILL BE NO LAYOFFS AFTER THE MERGER.



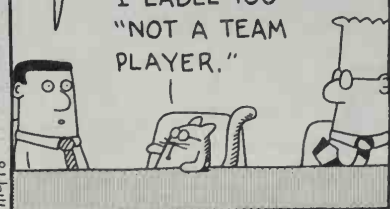
HOWEVER, MANY OF YOU WILL BE TRANSFERRED TO JOBS ON A FROZEN ASTEROID.



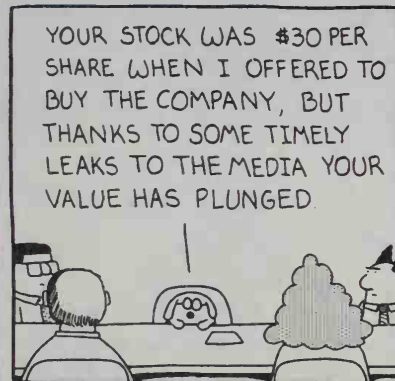
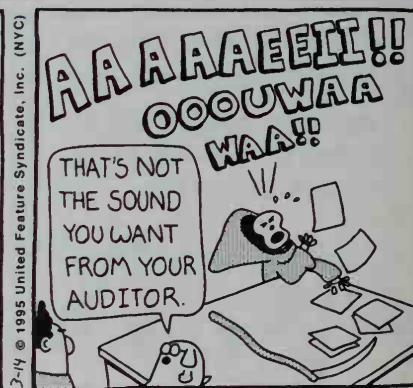
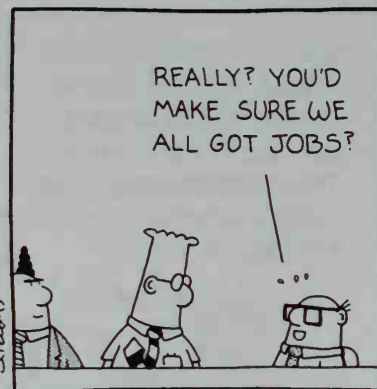
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WILL WE HAVE PROTECTIVE SPACE SUITS?

I LABEL YOU "NOT A TEAM PLAYER."



DILBERT Gives You the Business





I'VE DECIDED TO SELL THE COMPANY FOR A HUGE PROFIT. I FOUND SOME VERY DISCRIMINATING BUYERS.

WHEN YOU SAY DISCRIMINATING, YOU MEAN...?

THEY HATE PEOPLE FROM THIS COUNTRY.

IT'S OKAY. WE HAVE LAWS TO PROTECT US.

THEY'RE LAZY, BUT AT LEAST THEY'RE FUNNY!

HEE HEE

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OUR ELBONIAN OWNERS SOLD THE COMPANY TO OUR BIGGEST COMPETITOR.

OUR MOTTO IS "IF YOU CAN'T BEAT 'EM, JOIN 'EM."

I WONDER WHAT THEIR MOTTO IS.

THEIR MOTTO IS "AFTER YOU BEAT 'EM, HUMILIATE 'EM."

IT'S NOT VERY CATCHY.

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CATBERT THE HR DIRECTOR

MORALE IS LOW BECAUSE THE EMPLOYEES ARE UNDERPAID.

YOU CAN COMPENSATE BY HAVING MORE FREQUENT PERFORMANCE REVIEWS. THEY LOVE FEEDBACK.

THE HARDEST PART IS KEEPING A STRAIGHT FACE.

TELL ME AGAIN WHY I'D WANT MORALE TO BE HIGH?

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WISH ME LUCK. I'M OFF TO GET MY PERFORMANCE REVIEW.

HAVE YOU BEEN NAPPING? YOU'VE GOT A BAD CASE OF KEYBOARD FACE.

WHAT'S WRONG WITH YOUR FACE?

I HAVE QWERTYTIS. IT'S FROM WORKING TOO HARD.

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DILBERT Gives You the Business

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



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



SO, WHAT JOB TITLE DO WE USE?

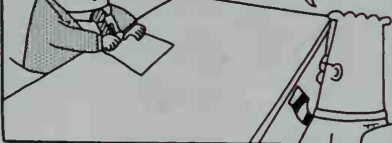
YOU'LL ALL BE NAMED BEVERLY.



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YOUR PERFORMANCE WAS EXCELLENT, BUT THERE'S NO BONUS THIS YEAR.

WHY NOT?

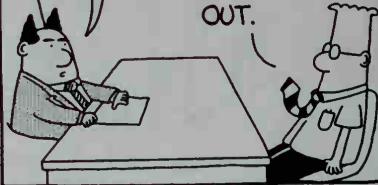


THE COMPANY LOST A FORTUNE IN THE ELBONIAN CURRENCY COLLAPSE.



BUT IN A WAY, IT'S YOUR OWN FAULT FOR WORKING HERE.

THANKS. THAT TAKES THE STING OUT.



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MY SOURCES TELL ME THAT YOU'RE NOT MEETING YOUR OBJECTIVES.



THAT'S NOT TRUE. WHO ARE THESE SOURCES? NAME ONE OBJECTIVE I HAVEN'T MET.



I DON'T EVEN KNOW WHAT YOUR OBJECTIVES ARE.

MUST... CONTROL... FISTS.



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HE'S WITH THE OTHER MANAGERS IN AN EMPLOYEE RANKING AND RATING SESSION.



YOUR SALARY DEPENDS ON HOW WELL YOUR BOSS CAN DEFEND YOUR PROPOSED RAISE TO THE OTHER MANAGERS.



I'M FAIRLY SURE THIS DILBERT GUY WORKS FOR YOU.

DOESN'T RING A BELL.



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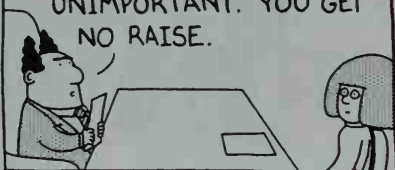




DILBERT Gives You the Business

PERFORMANCE REVIEW

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



S. Adams

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



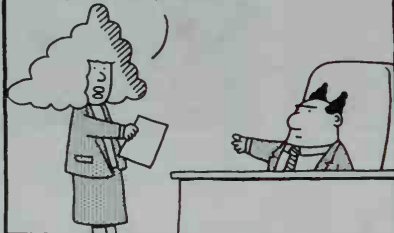
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YOU DON'T SEEM TO UNDERSTAND THE VALUE OF TEAM-
WORK.

I UNDERSTAND ITS VALUE; IT JUST COST ME A TWO-PERCENT RAISE.



HERE'S A DRAFT OF MY NEW OBJECTIVES. I TRIED TO MAKE THEM ACHIEVABLE.



S. Adams

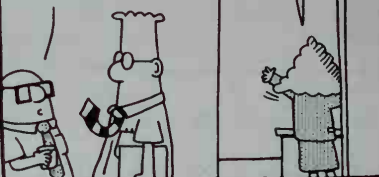
"NO MATTER HOW STUPID MY CO-WORKERS ARE, I WILL NOT PUNCH A HOLE IN ANYONE'S TORSO, RIP OUT A VITAL ORGAN AND KEEP IT IN MY CUBICLE AS A WARNING TO OTHERS."



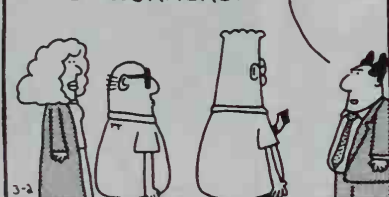
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I HOPE SHE GETS THOSE OBJECTIVES APPROVED.

YES! IT'S MEASURABLE!



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



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HYPOTHETICALLY, IF MY CO-WORKERS GOT SMALL RAISES THEN WOULDN'T THERE BE MORE AVAILABLE IN THE BUDGET FOR ME?



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



MY PATENT WILL MAKE FIFTY MILLION DOLLARS FOR THE COMPANY, SO I THOUGHT MAYBE YOU COULD AFFORD TO GIVE ME A RAISE.



S. Adams

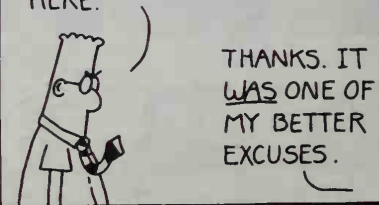
UNFORTUNATELY, THE PROFIT BUCKET IS NOT CONNECTED TO THE BUDGET BUCKET, SO THERE'S NO MONEY FOR A RAISE.

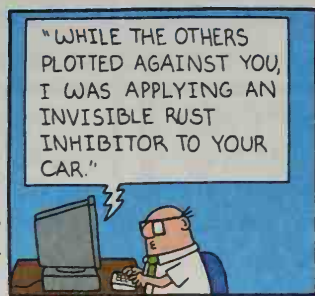
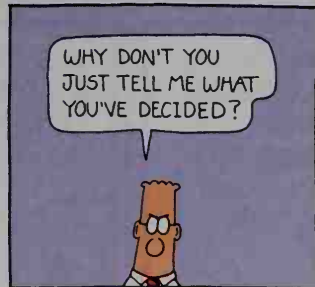
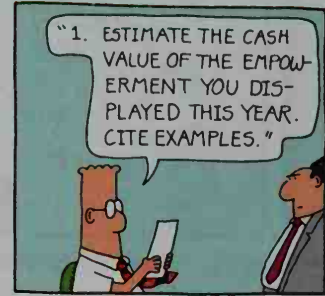


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I THINK SOME RECOGNITION OF A JOB WELL-DONE IS APPROPRIATE HERE.

THANKS. IT WAS ONE OF MY BETTER EXCUSES.







DILBERT Gives You the Business

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?



YOUR PERFORMANCE THIS YEAR WAS GOOD, BUT YOU WORKED ON TASKS THAT AREN'T IMPORTANT. THEREFORE YOU GET A TINY RAISE.



S. Adams

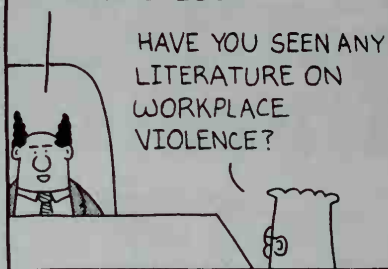
I WORKED ON THE TASKS YOU ASSIGNED. WHAT'S THAT SAY ABOUT YOUR PERFORMANCE?



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IT'S EXCELLENT. I GET A BONUS FOR KEEPING SALARIES LOW.

HAVE YOU SEEN ANY LITERATURE ON WORKPLACE VIOLENCE?



ALICE, I'M ALMOST DONE WITH YOUR PERFORMANCE APPRAISAL.

GASP!!



S. Adams

I HAVEN'T HAD AN APPRAISAL IN FOUR YEARS. YOU MUST BE STARTING A DOCUMENTATION TRAIL SO YOU CAN FIRE ME LATER.



2/23

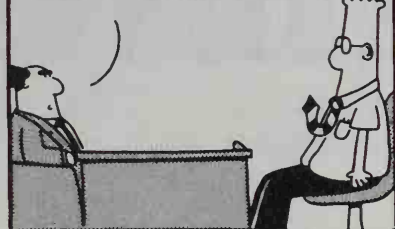
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I'LL WORK 24 HOURS A DAY!!

THAT WAS WAY MORE MOTIVATIONAL THAN I'D HOPED.



TELL ME WHAT YOU'VE ACCOMPLISHED THIS YEAR SO I CAN WRITE YOUR PERFORMANCE APPRAISAL.



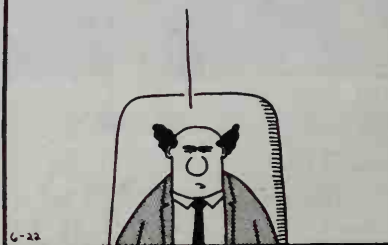
S. Adams

THE INVENTIONS I MADE LAST YEAR -- THAT YOU THOUGHT WERE WORTHLESS, WILL GENERATE TWELVE MILLION IN LICENSE FEES NEXT YEAR!



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SO, NO REAL ACCOMPLISHMENTS THIS YEAR?



6-22



I CAN'T GIVE YOU A RAISE BECAUSE YOU'RE ABOVE THE SALARY MIDPOINT. BUT AT LEAST YOUR STOCK OPTIONS ARE DOING GREAT!

I DON'T HAVE ANY STOCK OPTIONS.

OH. I'M PROBABLY THINKING OF ME.

NEXT, IT SAYS I SHOULD COACH YOU ON YOUR INTERPERSONAL SKILLS.

WE'LL SUCCEED IF WE UNDERSTAND WHO OUR COMPETITORS REALLY ARE!

MY COMPETITION IS DILBERT AND ALICE, WITH WHOM I COMPETE FOR SALARY INCREASES AND RARE PROMOTION OPPORTUNITIES.

I MEANT OUR EXTERNAL COMPETITION.

TELL ME AGAIN WHAT WE MAKE.

NO RAISE FOR YOU, IDIOT BOY!

I FOUND SOFTWARE THAT HELPS MANAGERS WRITE PERFORMANCE EVALUATIONS!

UH-OH

IT'S MADE BY THE SAME COMPANY THAT MAKES FORTUNE COOKIES FOR CANADA!

THAT MAKES ME FEEL BETTER.

NEXT DAY

"DON'T BUY A NEW CAR."

I DIDN'T THINK YOU KNEW HOW TO USE A PC.

MY SECRETARY WROTE THESE

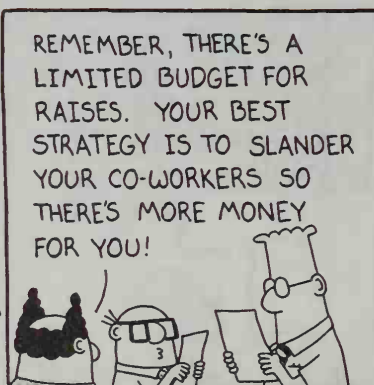
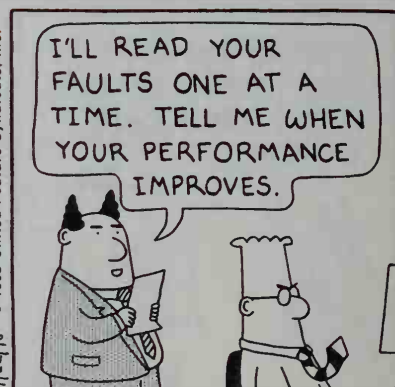
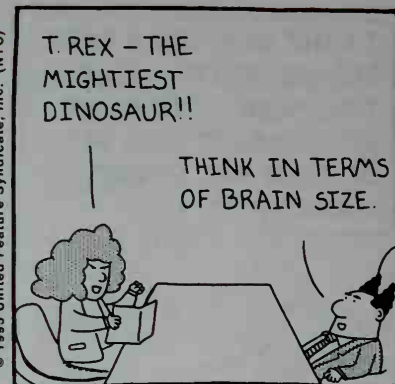
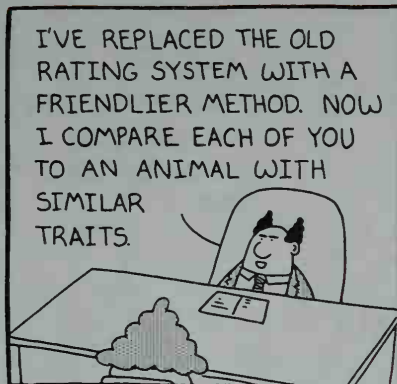
I'M TERRIFIED ABOUT MY PERFORMANCE REVIEW TOMORROW.

MEN HAVE IT EASIER. YOU'VE BEEN CONDITIONED BY YEARS OF REJECTION AND GENERAL DISDAIN.

WE'RE LUCKY THAT WAY.

OVERALL, I RATED YOUR PERFORMANCE AS "SIMIAN."

THANKS!



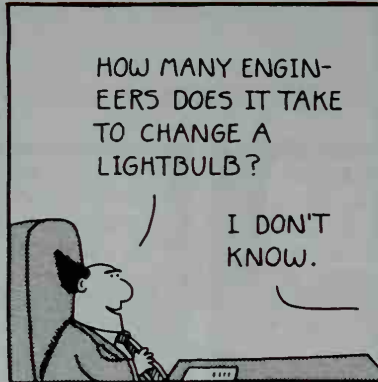




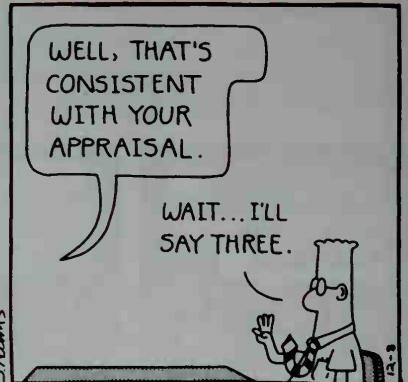
DILBERT Gives You the Business



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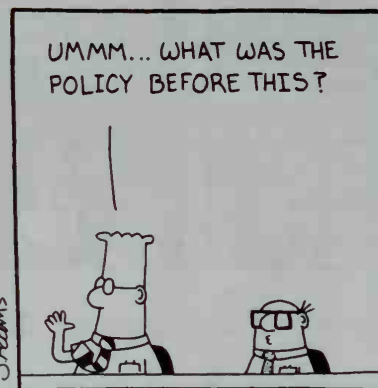
S. Adams



12-3



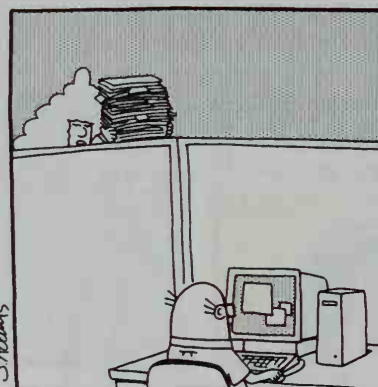
S. Adams



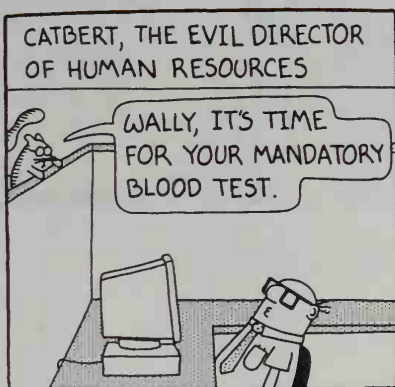
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S. Adams



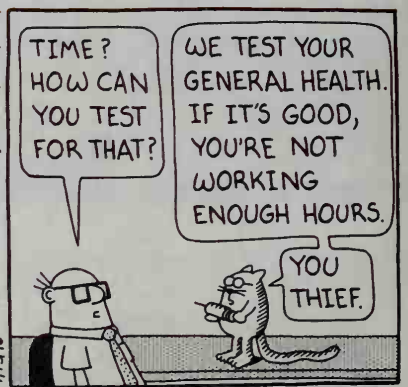
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S. Adams



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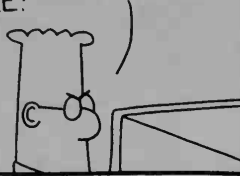


I'M WRITING AN E-MAIL TO PROTEST THE NEW POLICY OF MAKING THE EMPLOYEES EMPTY THEIR OWN TRASH AT NIGHT.



S. Adams

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



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ARE YOU COMING TO THE "QUALITY FAIRE"?

NO, THIS WILL TAKE ANOTHER HOUR.



CATBERT: H.R. DIRECTOR

"CONSISTENT WITH OUR EFFORT TO ELIMINATE PRIVACY AND DIGNITY..."



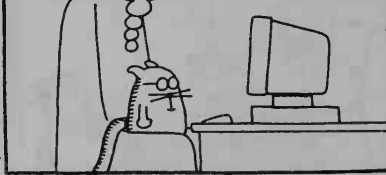
S. Adams

"... EMPLOYEES MUST SHARE HOTEL ROOMS ON ALL BUSINESS TRIPS."



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AFTER THEY GET USED TO THIS, I'LL INTRODUCE THE TANDEM SHOWERING POLICY.



I CAN'T BELIEVE THEY EXPECT US TO SIGN THESE NEW EMPLOYMENT AGREEMENT FORMS.



S. Adams

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



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



WE'RE ANNOUNCING TWO NEW PROGRAMS FOR EMPLOYEES.



S. Adams

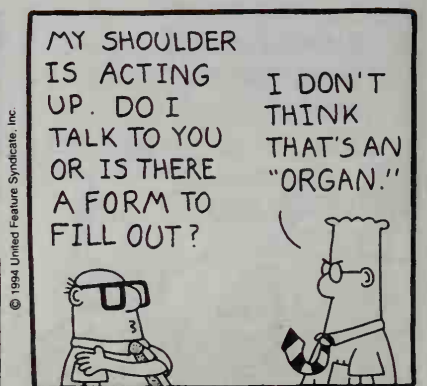
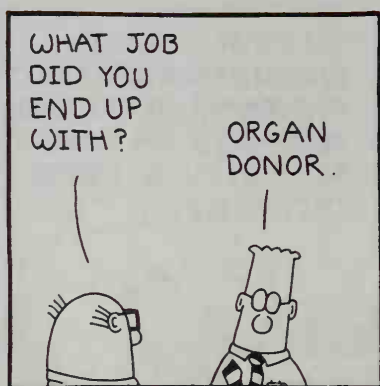
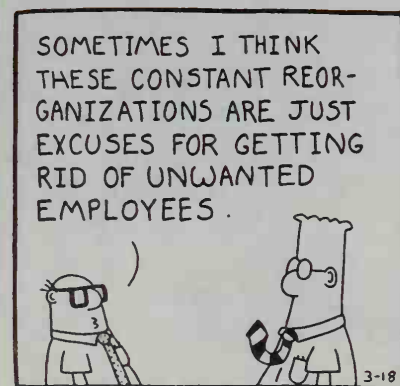
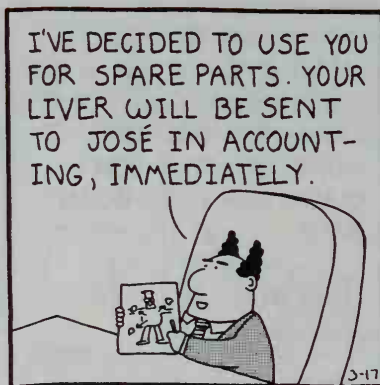
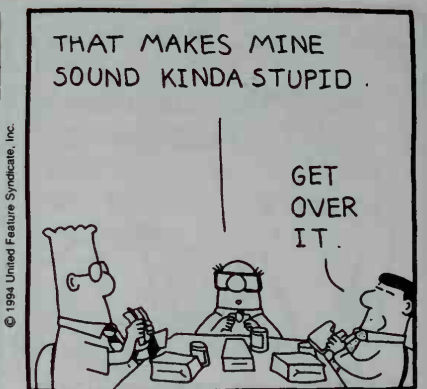
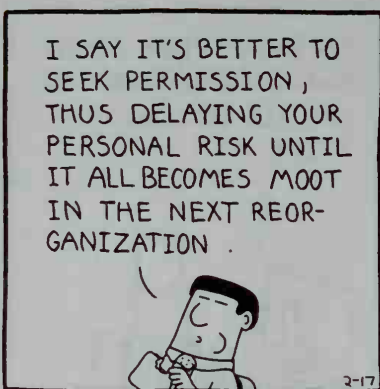
THE FIRST IS A NEW DIGNITY ENHANCEMENT PROGRAM AND THE SECOND IS OUR NEW RANDOM DRUG TESTING INITIATIVE.

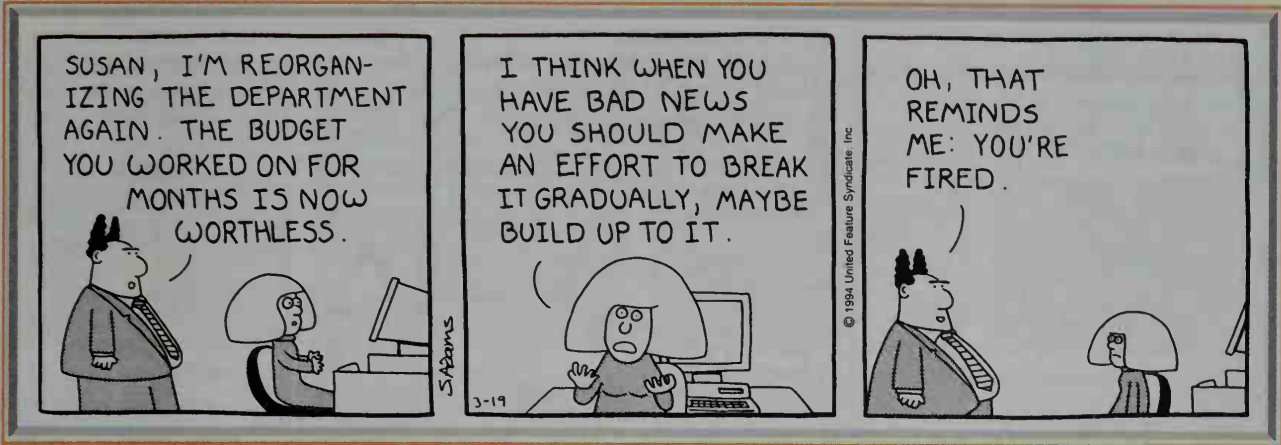


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THE CLUE METER IS READING ZERO. YOU EACH GET A HANDSOME COFFEE MUG AS PART OF THE KICK-OFF.

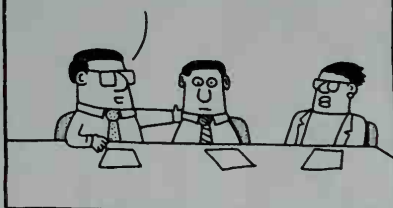






HEADQUARTERS

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



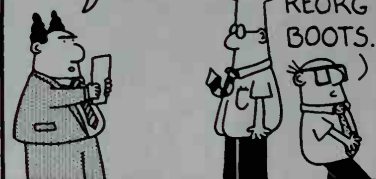
ALL OF MY BAD DECISIONS ARE CATCHING UP TO ME. COULD WE DO ANOTHER REORG TO COVER MY TRACKS?

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



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

WHOA! LET ME GET MY REORG BOOTS.



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



S. Adams

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



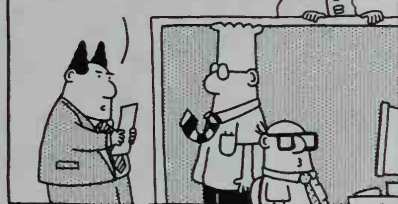
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WALLY, WHEN A CAR GETS A FLAT TIRE, WHAT DO YOU DO?

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



THE COMPANY ANNOUNCED THAT WE WILL "ABANDON OUR STRATEGY OF MAKING GOOD PRODUCTS..."



S. Adams

FROM NOW ON WE'LL "PURSUE A DESPERATE STRATEGY OF MERGERS, BUSINESS SPIN-OFFS, FRUITLESS PARTNERSHIPS AND RANDOM REORGANIZATIONS."



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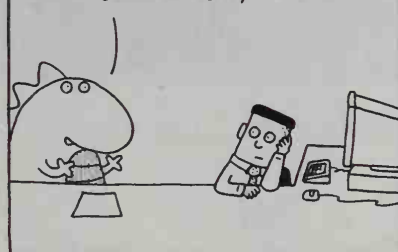
"AND WE'LL ACCELERATE OUR PROGRAM OF PAYING THE GOOD EMPLOYEES TO LEAVE."

STOCK PRICE?

UP THREE POINTS.

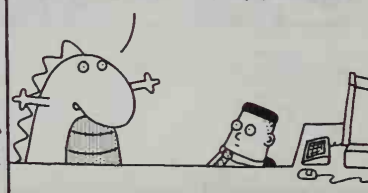


MOST PROBLEMS GO AWAY IF YOU WAIT LONG ENOUGH, ASOK.



S. Adams

IT MIGHT LOOK LIKE I'M STANDING MOTIONLESS, BUT I'M ACTIVELY WAITING FOR OUR PROBLEMS TO GO AWAY.



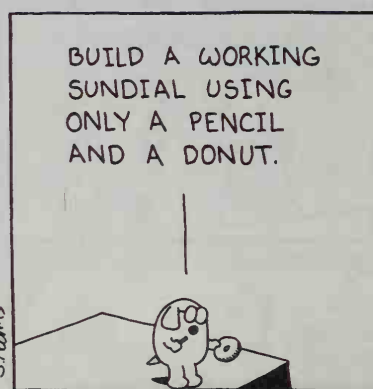
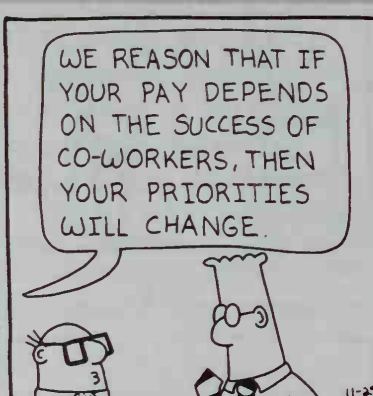
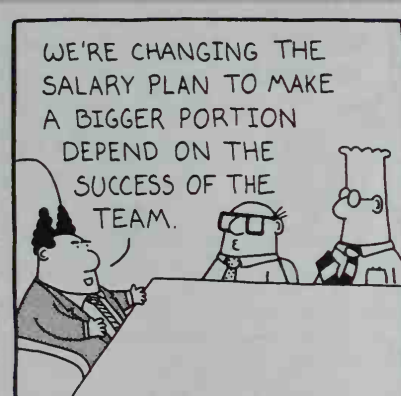
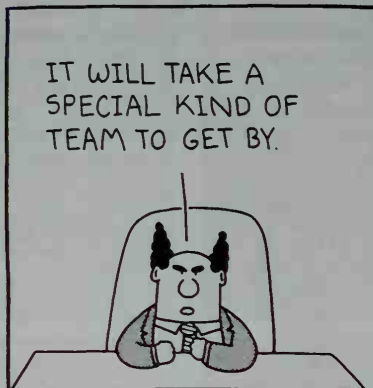
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THERE'S BEEN A REORGANIZATION...

I DON'T KNOW WHY THIS WORKS, BUT IT DOES.







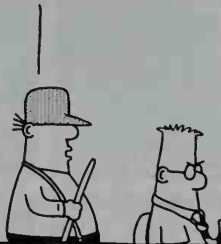


TEAMBUILDING EXERCISE

IT'S HOPELESS! YOU'RE LOSERS! WE'LL NEVER MAKE A SUNDIAL OUT OF A PENCIL AND AN EATEN DONUT!



HEE HEE! ALL YOU HAD TO DO WAS STICK THE PENCIL IN THE DONUT.



WE JUST BROKE ALL KINDS OF UNION RULES.

BUT HEY! LOOK AT THE SHADOW FROM THE PENCIL!



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TEN OF OUR FINEST EXECUTIVES GOT TOGETHER AND CREATED A STATEMENT OF OUR CORE VALUES.



"WE HELP THE COMMUNITY AND THE WORLD BY PRODUCING STATE-OF-THE-ART BUSINESS SOLUTIONS."



I'M GLAD WE DIDN'T SKIMP AND TRY TO DO THAT WITH ONLY NINE EXECUTIVES.

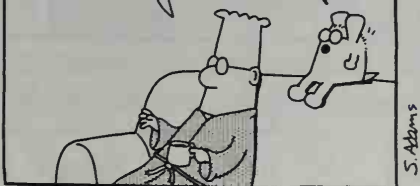
YEAH. IT MIGHT HAVE SUCKED.



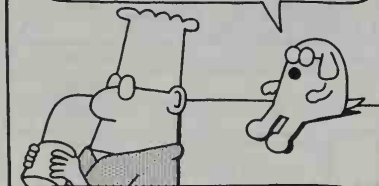
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IT TAKES A CERTAIN TYPE OF PERSONALITY TO TELECOMMUTE, DOGBERT.

WHAT?



JUST BECAUSE OTHER PEOPLE HAVE PERSONALITIES DOESN'T MEAN YOU SHOULD TRY TO DEVELOP ONE.



I HAVE A PERSONALITY!

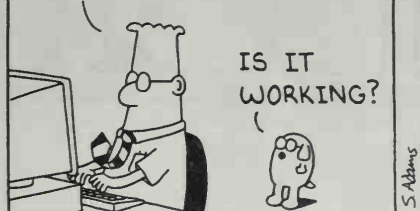
LET'S NOT GET INTO THAT "IS ZERO A NUMBER" DEBATE AGAIN.



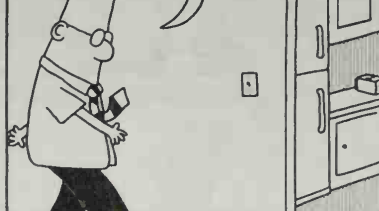
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I'M WEARING MY WORK CLOTHES WHILE I TELECOMMUTE, TO MAINTAIN DISCIPLINE.

IS IT WORKING?



I'LL TEST THE THEORY BY SEEING IF MY CLOTHES STOP ME FROM GOING TO THE KITCHEN.



APPARENTLY MY CLOTHES ARE DEFECTIVE.

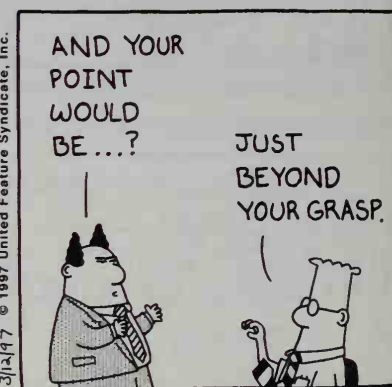
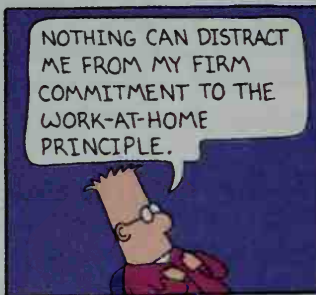
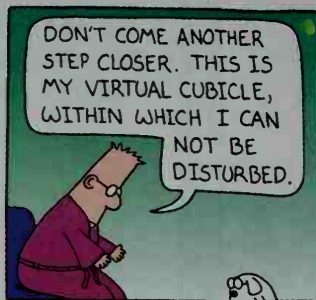
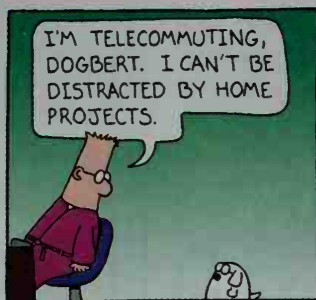
HAVEN'T I BEEN SAYING THAT?



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DILBERT Gives You the Business





<p>I NEED YOUR HELP TO NEGOTIATE WITH MY BOSS FOR MORE TELECOMMUTING DAYS.</p>	<p>I'M TOO LOGICAL TO BE A GOOD NEGOTIATOR. YOU NEED SOMEONE WHO IS RELENTLESSLY IRRATIONAL.</p>	<p>DOGBERT SAYS YOU'RE AN EXCELLENT NEGOTIATOR, RATBERT.</p> <p>I'M INSULTED!!</p>
<p>I'M HERE TO NEGOTIATE FOR MORE TELECOMMUTING DAYS.</p>	<p>MY NEGOTIATING STRATEGY IS TO HAVE RATBERT SAY SUCH ILLOGICAL THINGS THAT IT DRAINS YOUR WILL TO ARGUE.</p>	<p>YOU CAN'T WORK AT HOME BECAUSE YOU MIGHT DO UNPRODUCTIVE THINGS THERE.</p> <p>I'VE LOST MY WILL TO ARGUE.</p>
<p>I CONVINCED MY BOSS TO LET ME TELECOMMUTE.</p> <p>HOW?</p>	<p>WELL, TECHNICALLY, I CALLED IN SICK, WHICH COMES OUT OF MY TIME BANK FOR TOTAL DAYS OFF.</p>	<p>SO, TECHNICALLY, I'M WORKING FOR NOTHING, BUT I'M AHEAD IN PRINCIPLE.</p> <p>WAY AHEAD, NOW THAT STUPIDITY IS A PRINCIPLE.</p>
<p>AHHH... IT'S GOING TO BE A GLORIOUS DAY OF TELECOMMUTING.</p>	<p>THERE'S NOTHING HERE TO DISTRACT ME. IT'S JUST ME...</p>	<p>... AND MY TALKING REFRIGERATOR.</p> <p>I'LL BET YOU CAN'T EAT A WHOLE JAR OF PICKLES.</p>

DILBERT Gives You the Business



HOW DO YOU LIKE TELECOMMUTING, ALICE?

IT'S GOOD, EXCEPT I'VE DEVELOPED A TENDENCY TO SNACK.

GLUG GLUG
GLUG GLUG GLUG
GLUG GLUG GLUG GLUG

I'M SURE YOU'LL KEEP YOUR DISCIPLINE.

I LOVE "ZESTY ITALIAN" DRESSING

BURP

TELECOMMUTERS CAN EAT ANY TIME THEY WANT, JUST LIKE WILD ANIMALS.

THERE'S ONLY ONE WAY THEY'LL EVER GET ME BACK IN THE CUBICLE.

HERE'S THE PLAN. YOU'LL NEED TRANQUILIZER DARTS, A FLATBED TRUCK AND A GIANT SHOEHORN.

NO HARPOON?

COME OUT OF THERE, ALICE! WE KNOW YOU'RE TELECOMMUTING!

NEVER! I'M FREE! YOU CAN'T MAKE ME GO BACK TO A CUBICLE!!

DANG

I'D LIKE A JOB WHERE I CAN TELECOMMUTE EVERY DAY.

IT SHOULD BE HIGH-PAYING YET HAVE GOALS WHICH CAN'T BE MEASURED.

SO, YOU'D STAY HOME AND WE'D MAIL YOU CHECKS?

I WAS HOPING FOR DIRECT DEPOSIT.



I HAVE AN ETHICAL QUESTION ABOUT TELECOMMUTING, DOGBERT.

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

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

AND THIS MEETING COUNTS.

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

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

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

KREEGAH! BUNDALO!

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

POINK

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

AHH

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

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

HEY!

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

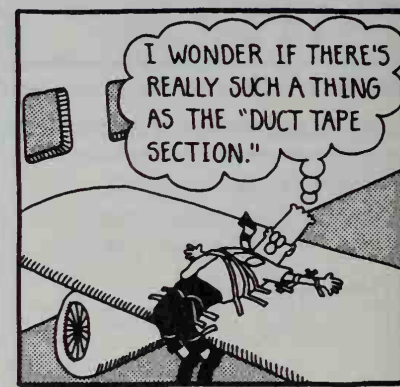
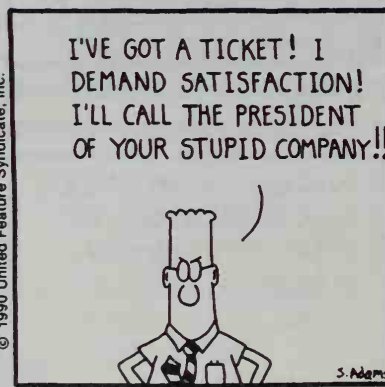
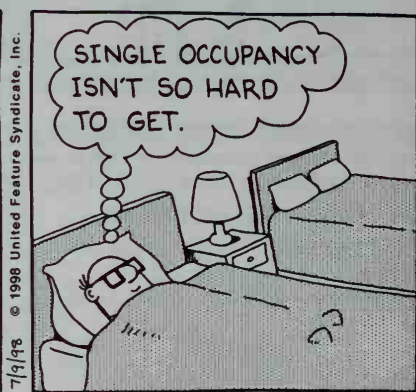
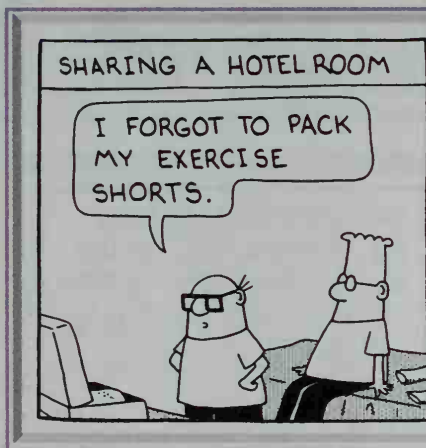
ISSUE ONE: MONKEY BEARDS.

LET'S GO AROUND THE TABLE AND INTRODUCE OURSELVES.



DILBERT Gives You the Business

TRAVEL





THIS BAG CONTAINS ALL THE MAIL YOU'VE SENT ME ABOUT MY "OFTEN FLIER" STATUS.



S. Adams

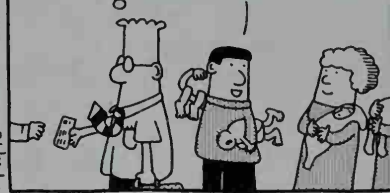
I'LL TRADE EVERYTHING IN THE BAG FOR A SEAT UPGRADE. I'M CURRENTLY ASSIGNED TO AN OVERHEAD BIN.



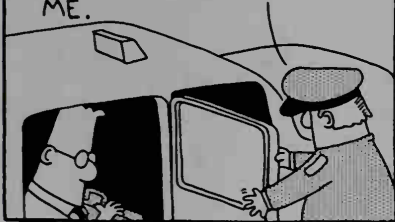
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WHEW! DISASTER HAS BEEN AVERTED.

ARE YOU GUYS GOING TO THE COLICKY BABY CONVENTION TOO?



WELCOME TO THE HOTEL. ALLOW ME TO TOUCH YOUR BAG SO YOU'LL FEEL OBLIGATED TO TIP ME.



S. Adams

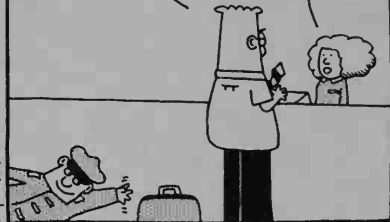
I'VE GOT TO MAKE IT THROUGH THE GAUNTLET OF BAG-LOSING HOTEL ZOMBIES.



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NO ROOM?!! I HAVE A RESERVATION!!

OH, THAT'S ORIGINAL.

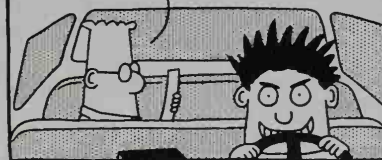


THIS TAXI IS YOURS. HERE'S A DESCRIPTION OF HOW HE'LL CHEAT YOU.



S. Adams

IT SAYS YOU'LL BE RUNNING THE METER DESPITE THE FLAT RATE. THEN YOU'LL FEIGN POOR LANGUAGE SKILLS WHEN I QUESTION YOU.



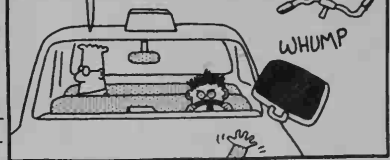
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I CAN'T FAULT YOUR EFFICIENCY, THOUGH.

WHUMP

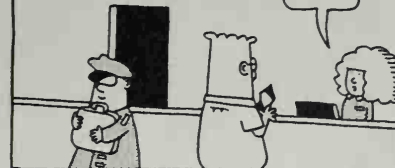
WHUMP

WHUMP



NO ROOMS?? IF THE POPE SHOWED UP, WOULD YOU HAVE A ROOM FOR HIM?

YES.



S. Adams

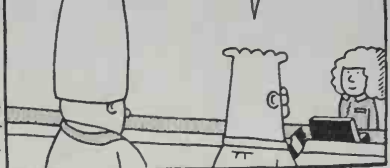
OKAY, THEN GIVE ME HIS ROOM!

I AM SO CLEVER.



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LET'S SEE YOU SQUIRM OUT OF THAT LOGIC, WEASEL-GIRL.






DILBERT Gives You the Business

TRAVEL

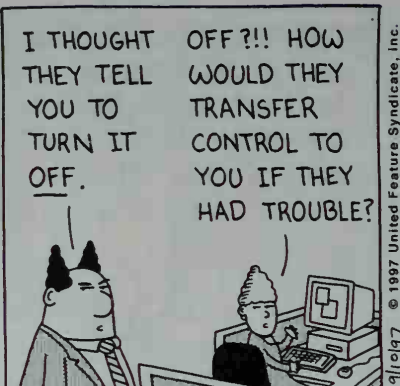
HAVE A NICE FLIGHT. REMEMBER TO TURN ON YOUR LAPTOP COMPUTER DURING TAKEOFF.



S. Adams


I THOUGHT THEY TELL YOU TO TURN IT OFF.

OFF?!! HOW WOULD THEY TRANSFER CONTROL TO YOU IF THEY HAD TROUBLE?



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TURN OFF THAT !*% LAPTOP!!



NO WAY! I HAVE TO LAND THIS BABY! ... CAN I DO THAT IN "EXCEL"?


I'M GOING TO A VERY IMPORTANT CONFERENCE.

WHAT'S IT FOR?



S. Adams


THE BROCHURE SAYS THE GOAL IS TO "CREATE INTERACTION AROUND LOCAL AND GLOBAL ISSUES OF THE COMING CENTURY."



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YOU'RE BEING SARCASTIC WITH YOUR EARS AGAIN.

IT SOUNDS SO EXCITING!



AT THE AIRPORT

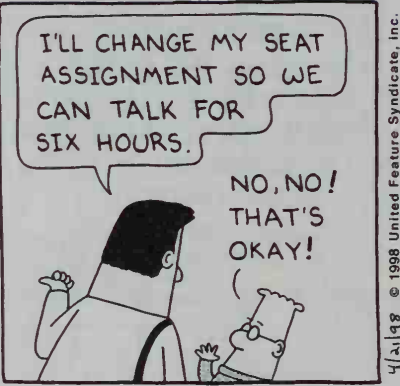
HEY, DILBERT! WE MUST BE TAKING THE SAME FLIGHT!



S. Adams


I'LL CHANGE MY SEAT ASSIGNMENT SO WE CAN TALK FOR SIX HOURS.

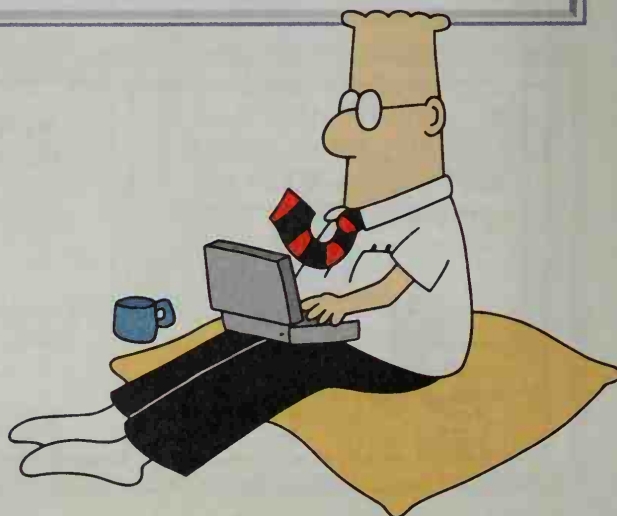
NO, NO! THAT'S OKAY!

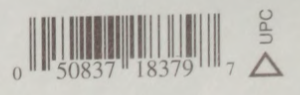


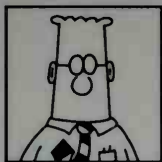
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THESE FLIGHTS CAN BE VERY LONG IF YOU DON'T HAVE SOMEONE TO LISTEN TO YOUR GOLF STORIES.









Dilbert is universally recognized as the definitive source of office humor. To celebrate ten years of syndication,

this book pulls together all of the most-quoted, most-copied, and most-

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tions, meetings, projects, bosses, and lots more.

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sable business tool. If workday pressures get you down,

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most closely applies to your situation. It's guaranteed to make you

lose respect for your coworkers and everything they do. You'll

discover the joy of sarcasm and be able to laugh in

the faces of your tormentors.



Scott Adams spent seventeen years in *Dilbert*-like cubicles;



he started as a banker in San Francisco and was later

transplanted to the cube farms at Pacific Bell. Since his

escape, Adams has been living in California and working full-time

on various *Dilbert* projects.

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