

# ALL DRESSED DOWN AND NOWHERE TO GO

BY SCOTT ADAMS



CONTAINS THREE COMPLETE  
DILBERT BOOKS:

- 1. I Pumped from Using the Mouse (1996)
- 2. A Usual Day Has Gone Too Far (1997)
- 3. Not Anti-Business, I'm Anti-Idiot (1998)

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AND  
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TO GO**

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# **ALL DRESSED DOWN AND NOWHERE TO GO**

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- Still Pumped from Using the Mouse (1996)
  - Casual Day Has Gone Too Far (1997)
- I'm Not Anti-Business, I'm Anti-Idiot (1998)

**A DILBERT® BOOK**  
**BY SCOTT ADAMS**

**Andrews McMeel  
Publishing**  
Kansas City

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# CASUAL DAY HAS GONE TOO FAR

A DILBERT<sup>®</sup> BOOK BY SCOTT ADAMS





DOGBERT  
EXPLAINS  
LEADERSHIP



LEADERS START  
THEIR CAREERS  
AS MORONS.

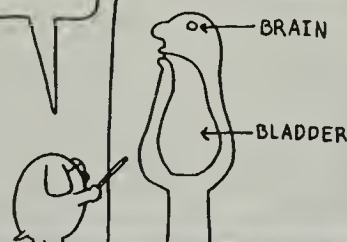


S. Adams

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.



THESE QUALITIES ARE  
PERCEIVED AS LEADERSHIP.

YOU'RE  
PROMOTED!



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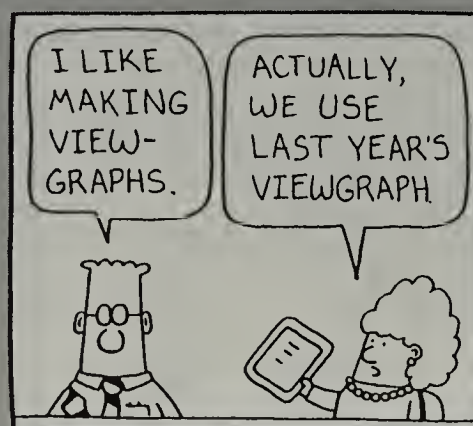
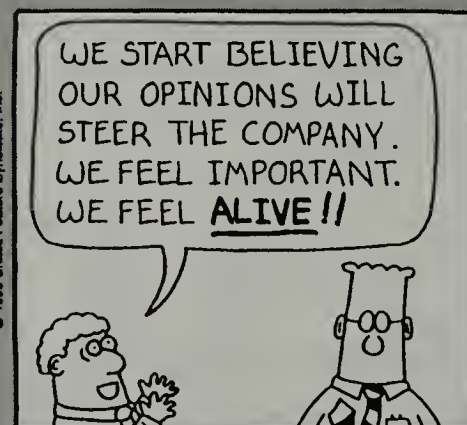
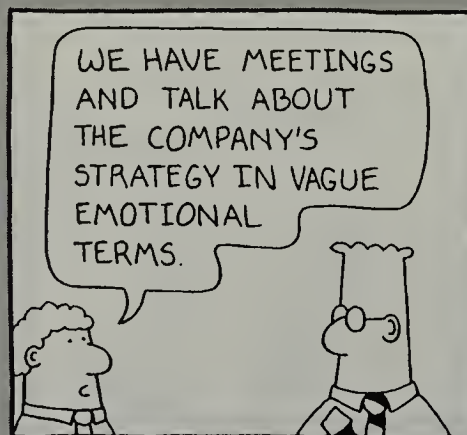
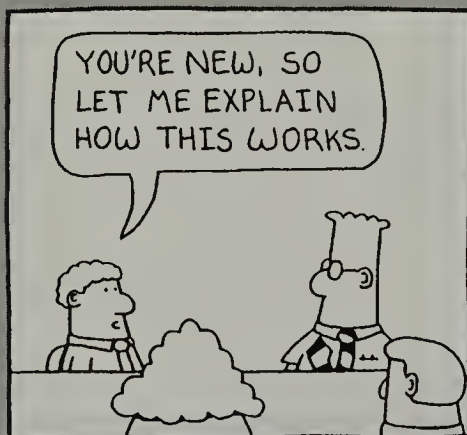
AFTER SEVERAL PROMOTIONS  
THEIR JOB TENDS TO  
MATCH THEIR TALENTS.

I AWARD YOU  
THIS AWARD.



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

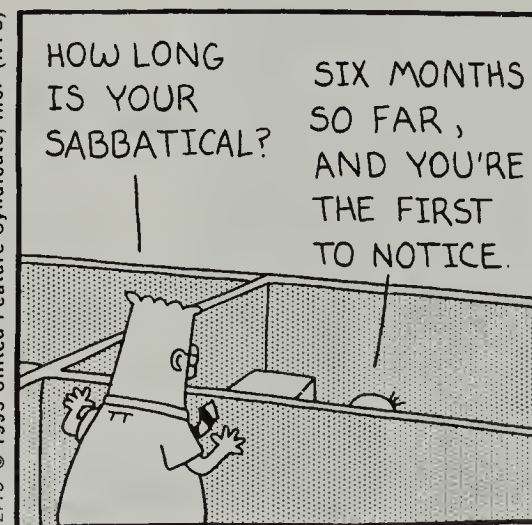
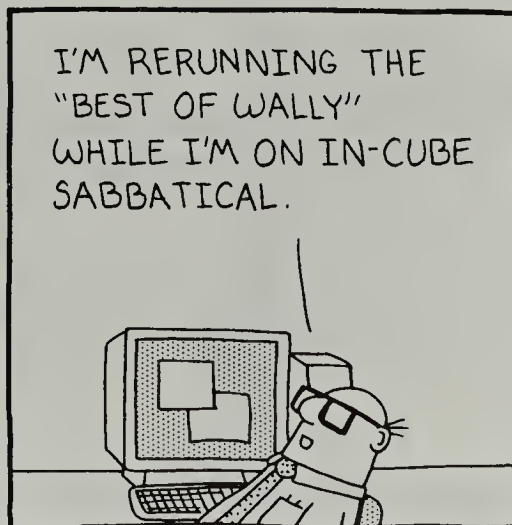
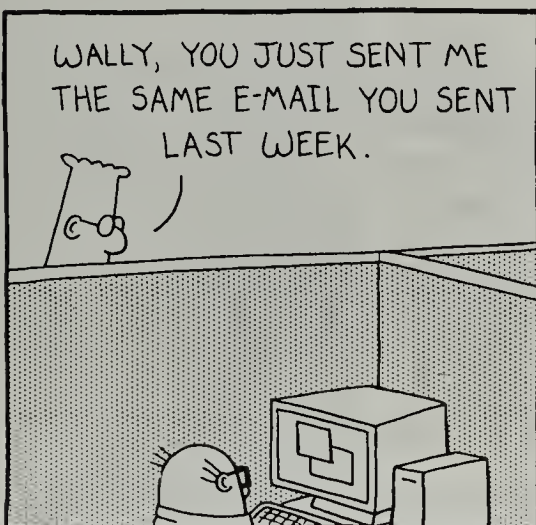
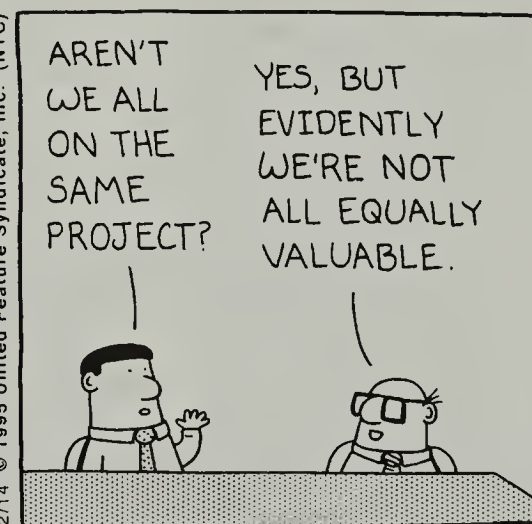
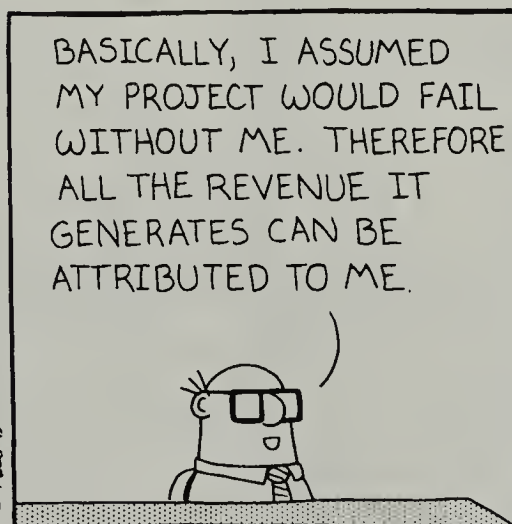
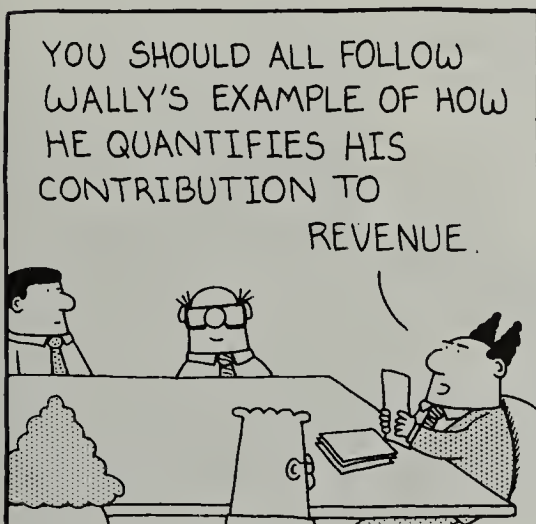
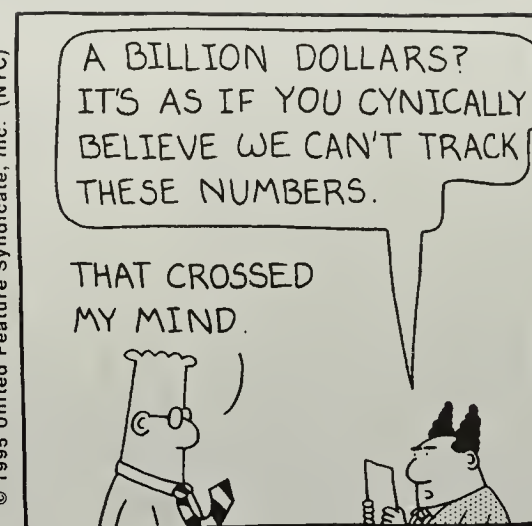
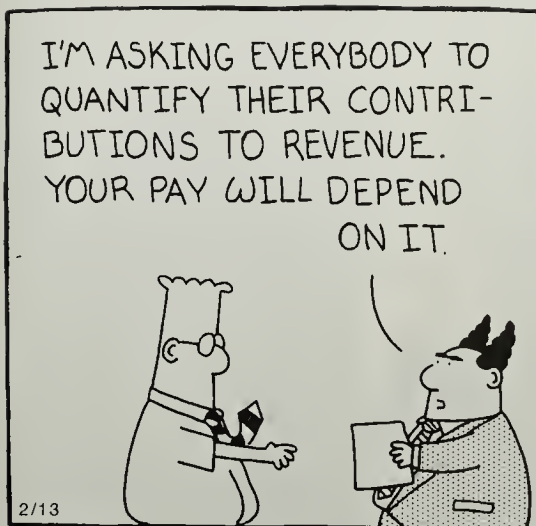




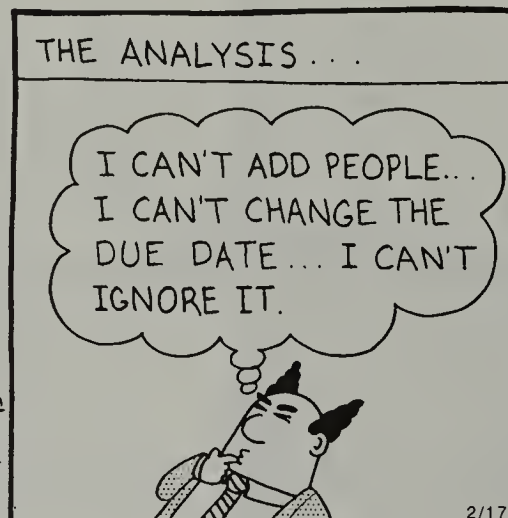
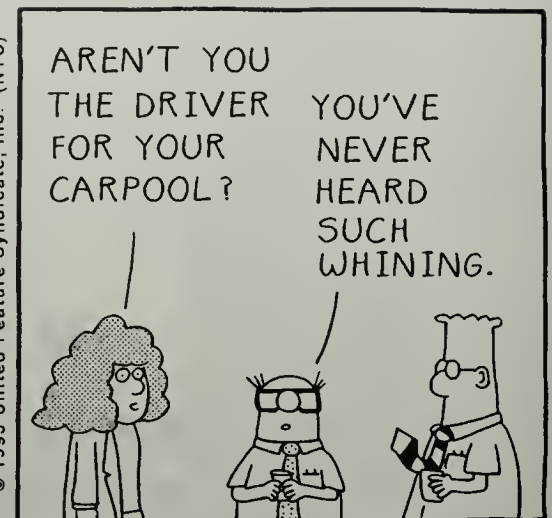
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# BOSS TYPES

FIND YOUR BOSS ON  
THIS HANDY REFERENCE.



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



FRAUD: USES VIGOROUS HEAD-  
NODDING TO SIMULATE  
COMPREHENSION.

THEN WE'LL SUBNET  
OUR IP ADDRESSES.

OH YEAH  
OH YEAH



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

NOBODY CAN  
DO WHAT YOU  
DO!!

EXCEPT A  
MUSHROOM



OVER PROMOTED: TRIES TO  
MASK INCOMPETENCE WITH  
POOR COMMUNICATION.

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



WEASEL: TAKES CREDIT  
FOR YOUR HARD WORK.

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

IT WASN'T  
EASY!



MOSES: PERPETUALLY WAITS  
FOR CLEAR SIGNALS FROM  
ABOVE.

DON'T DO  
ANYTHING  
IMPORTANT  
YET.

NEVER  
HAVE.

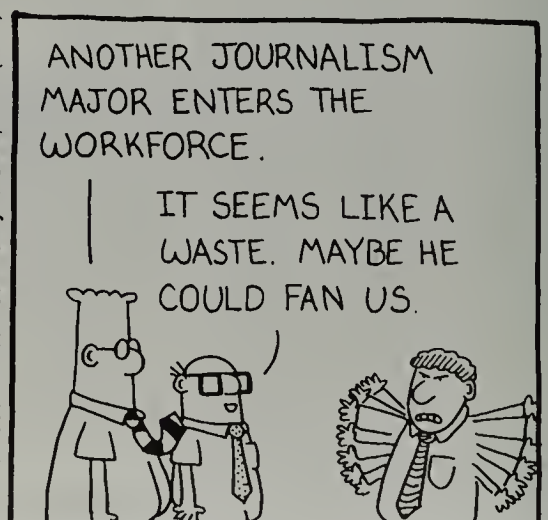
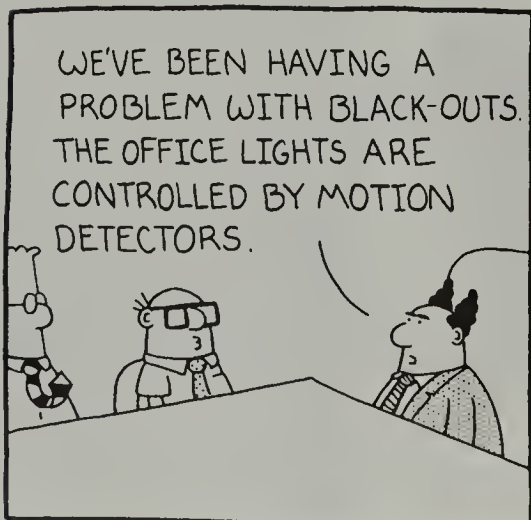
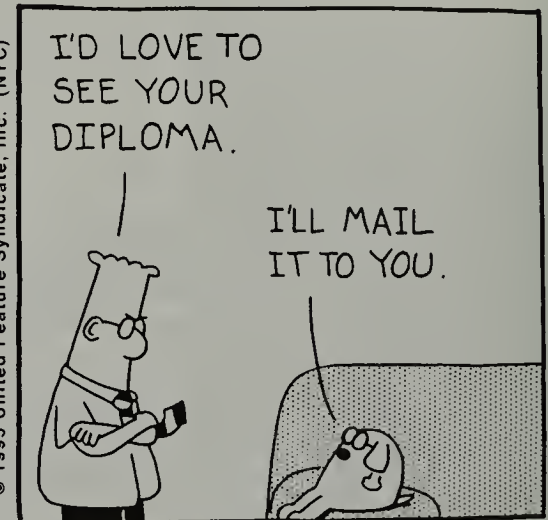
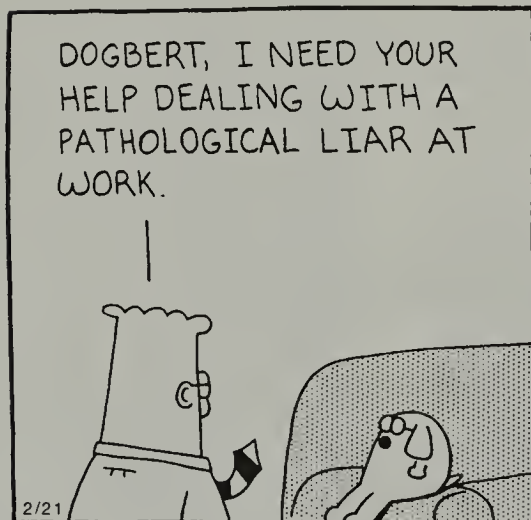
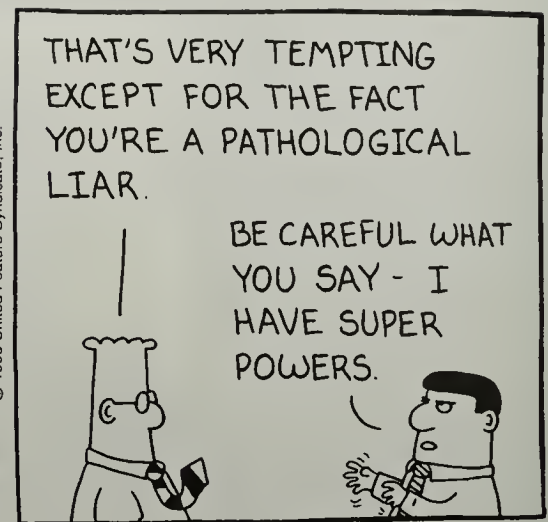
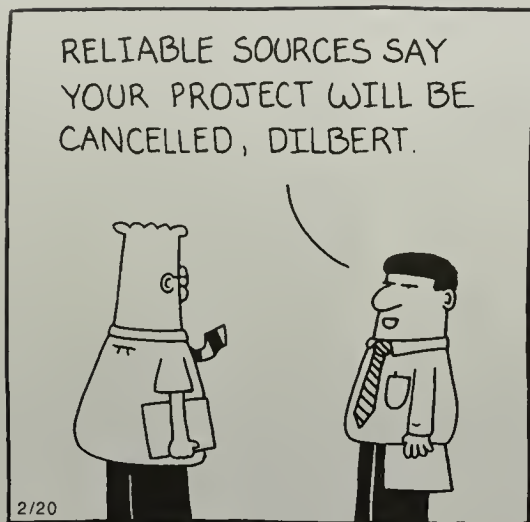


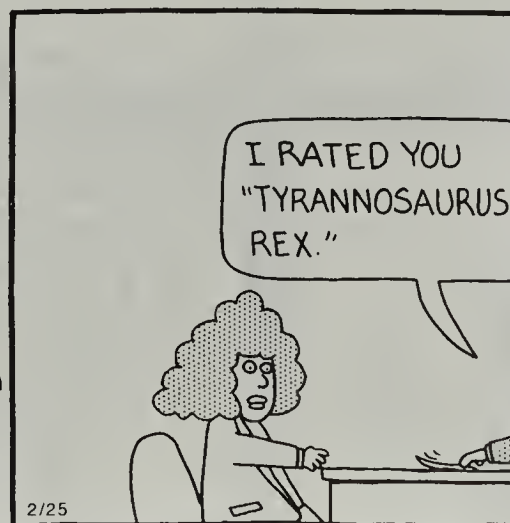
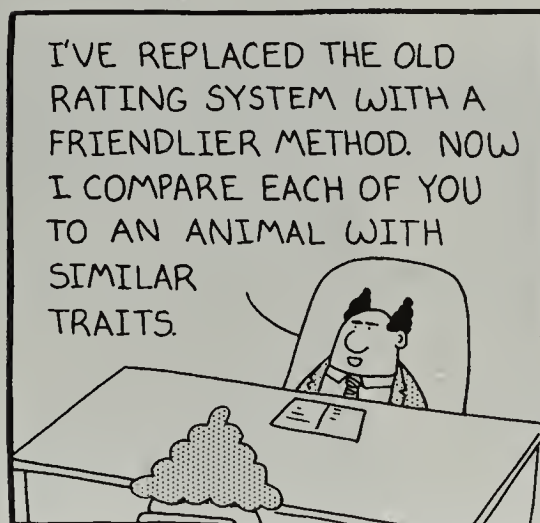
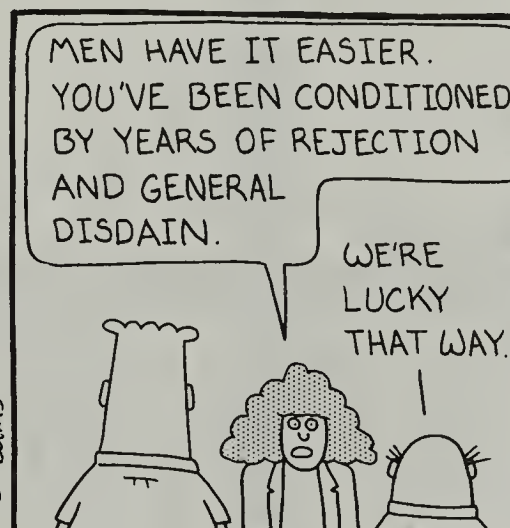
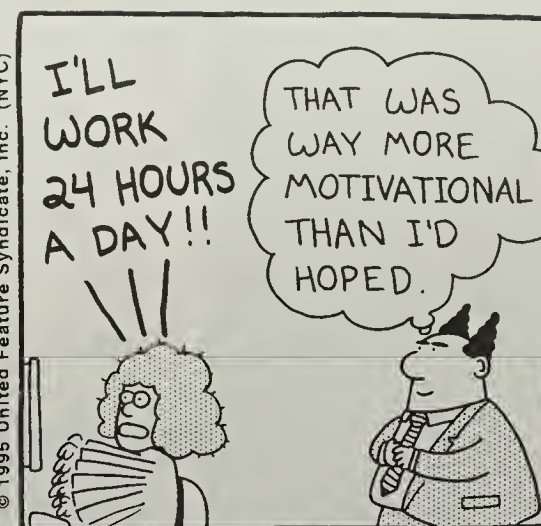
PERFECT BOSS: DIES OF  
NATURAL CAUSES ON A  
THURSDAY AFTERNOON.

SHOULD WE  
DO SOMETHING?

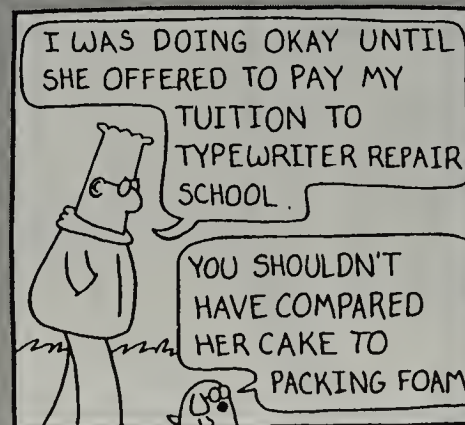
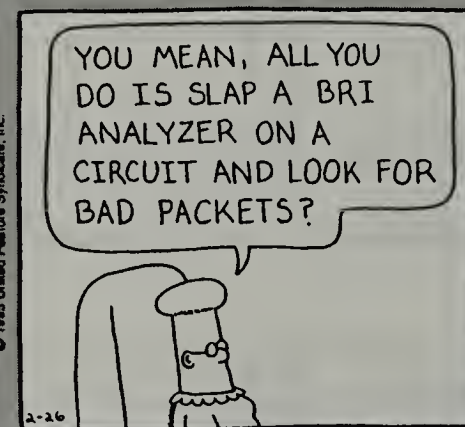
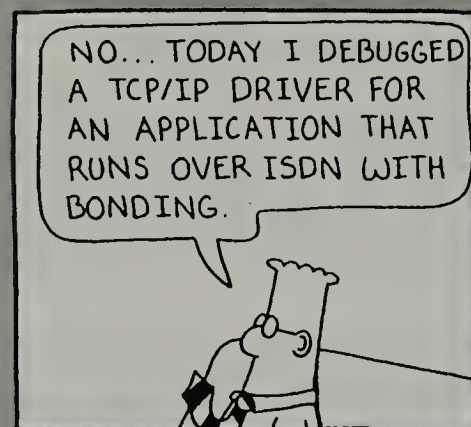
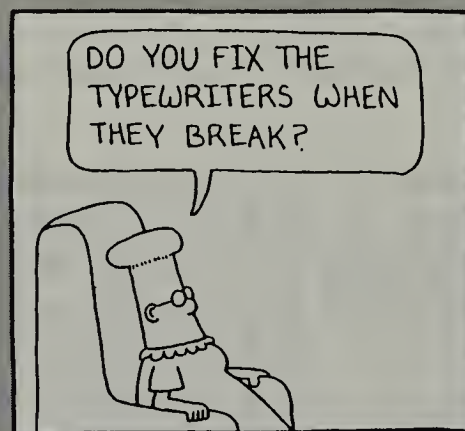
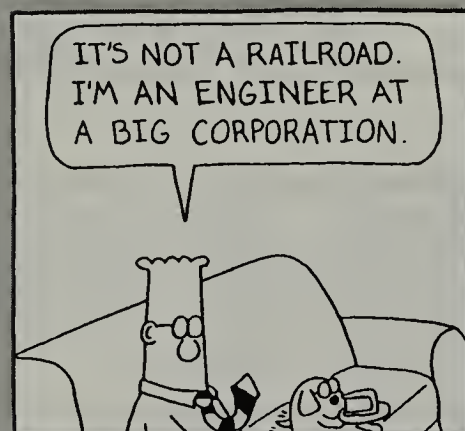
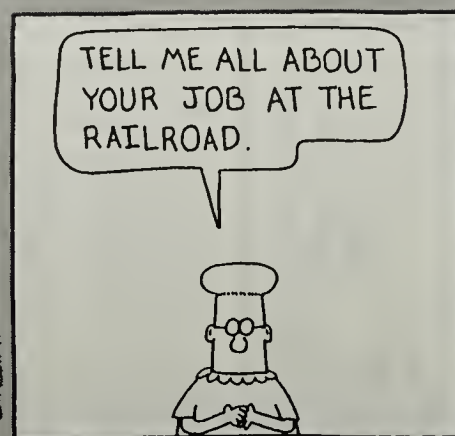
THREE  
DAY  
WEEKEND!







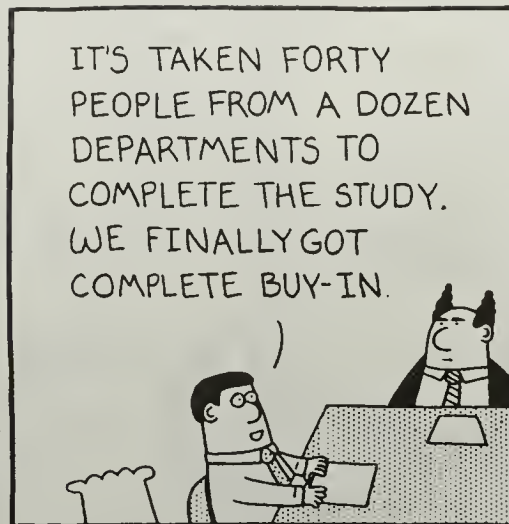




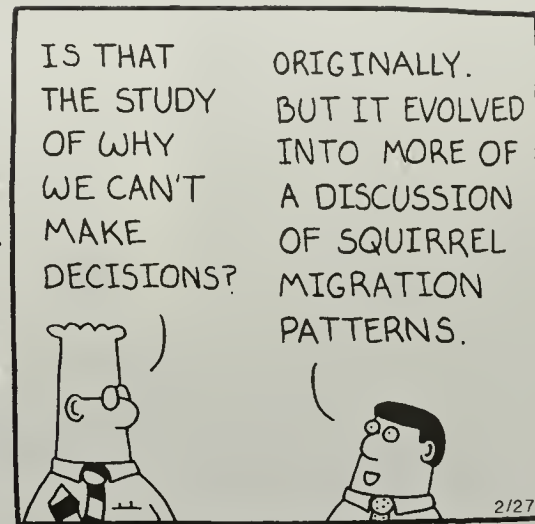




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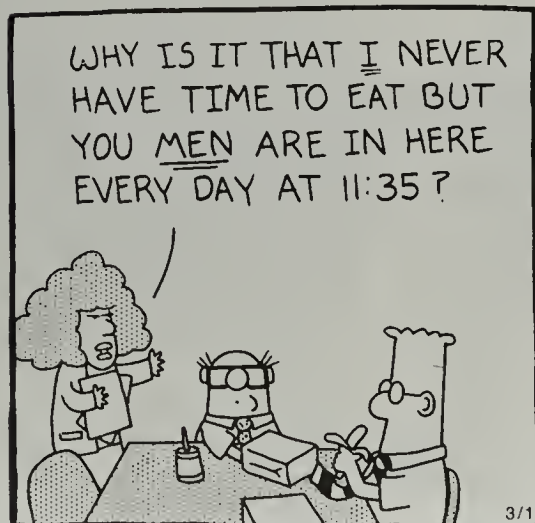
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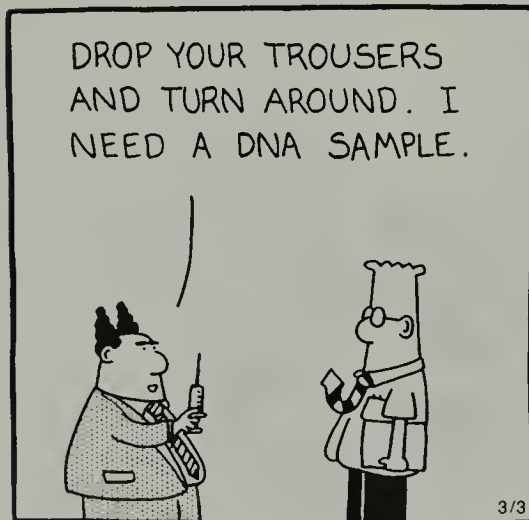
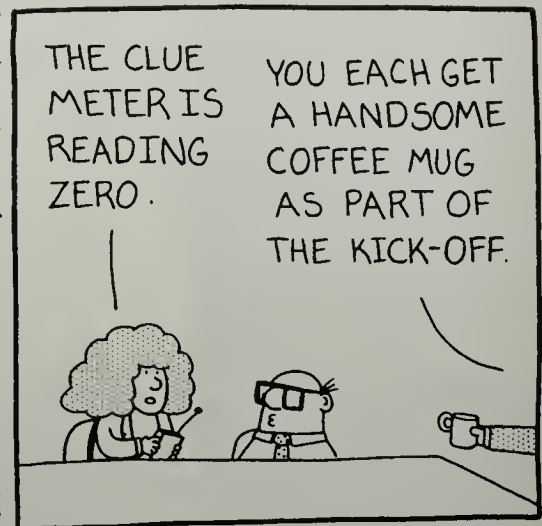




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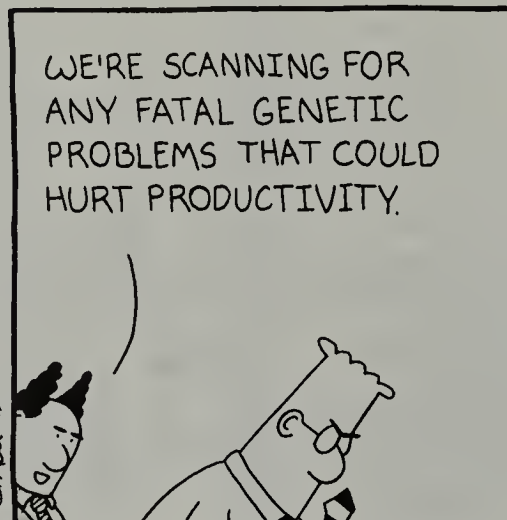


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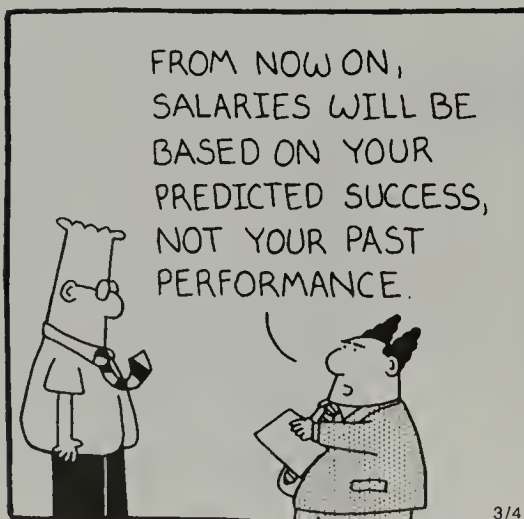
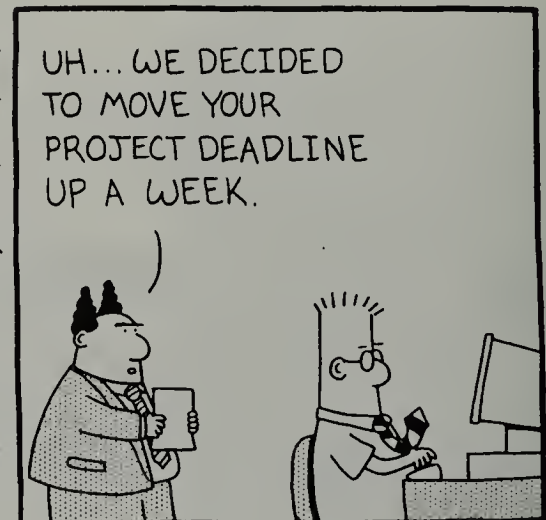


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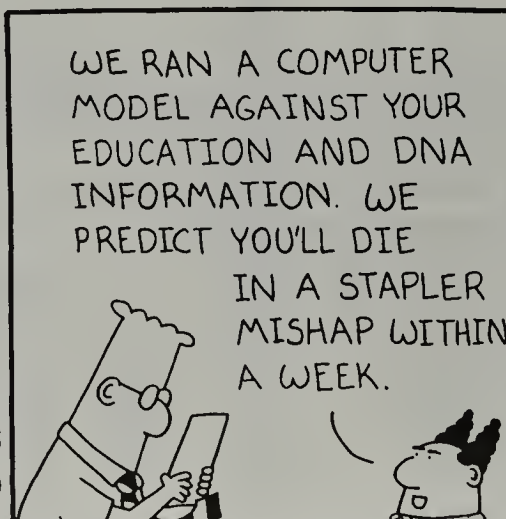


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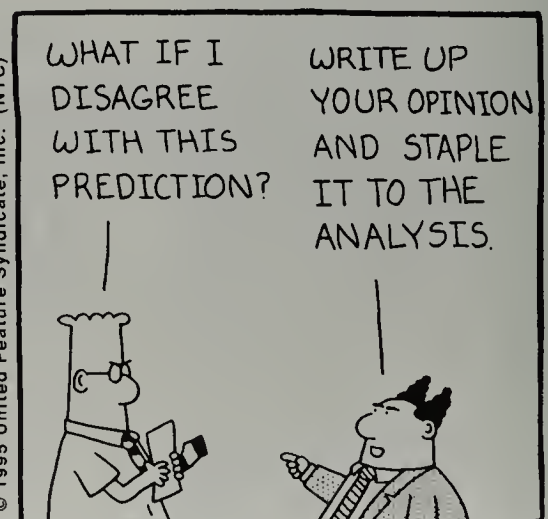


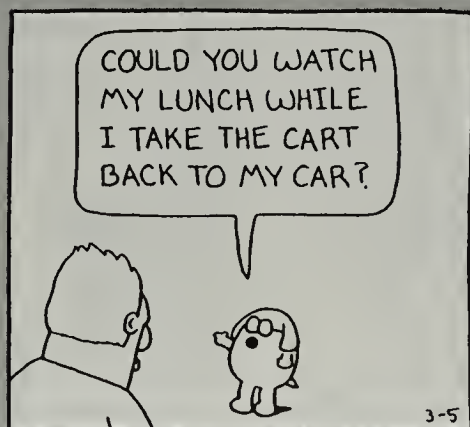
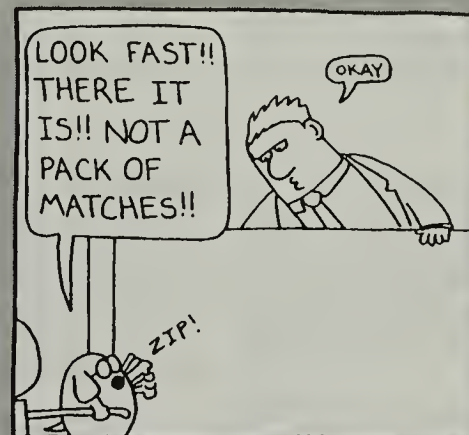
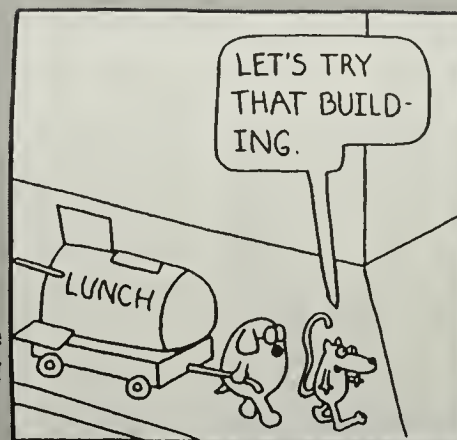
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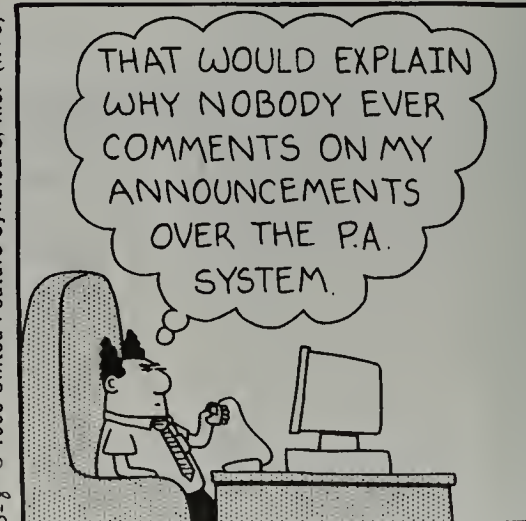
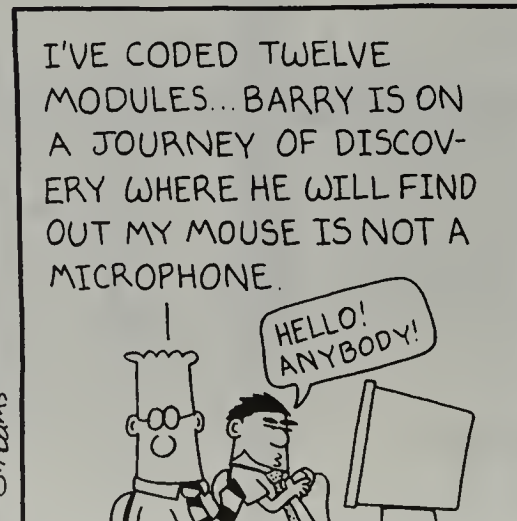
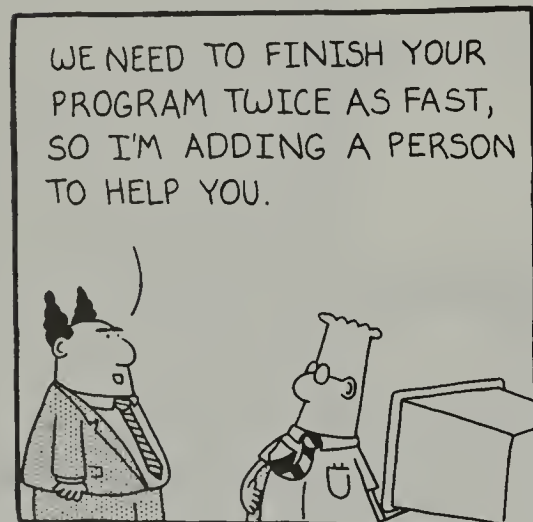
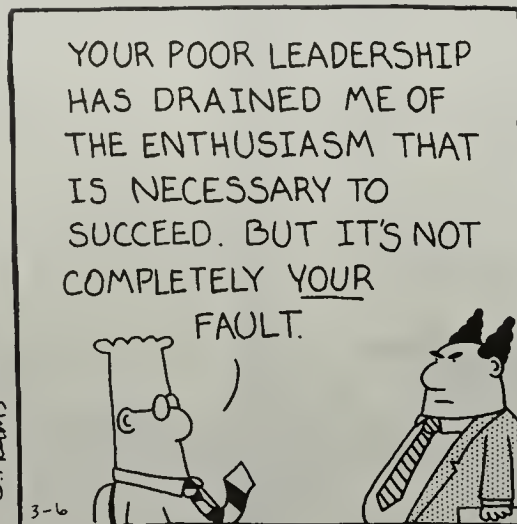


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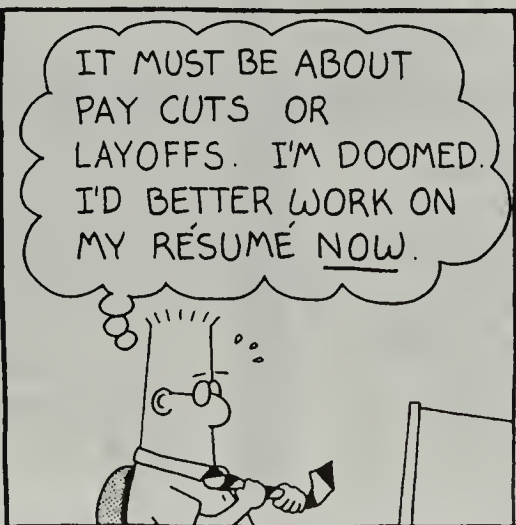
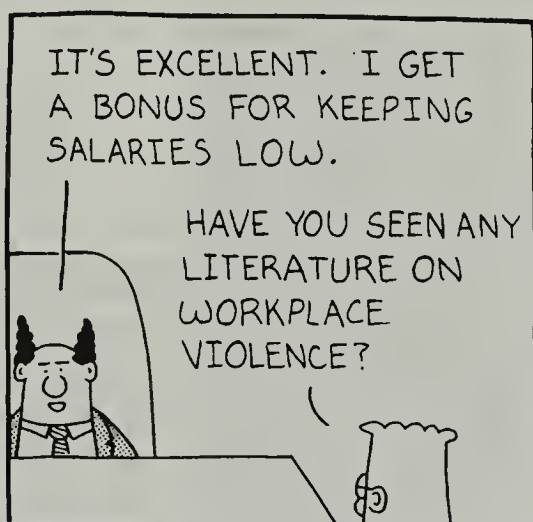
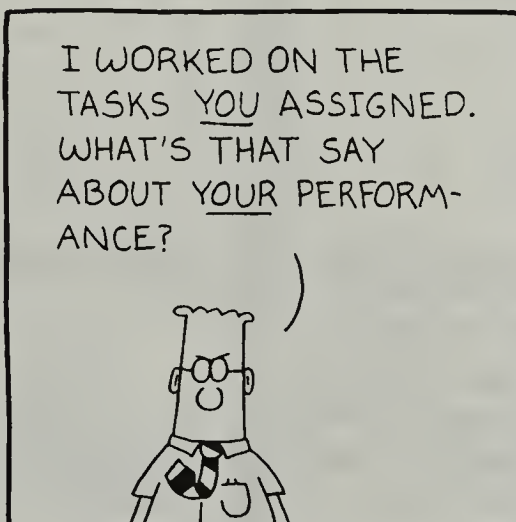
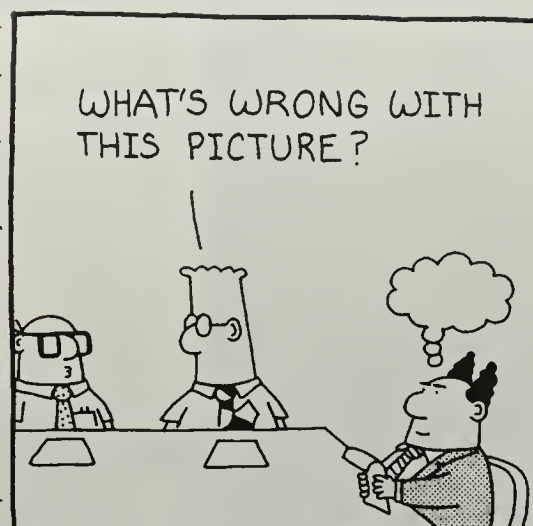
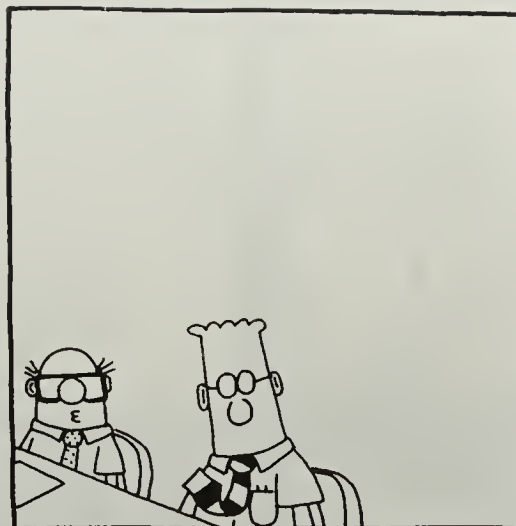


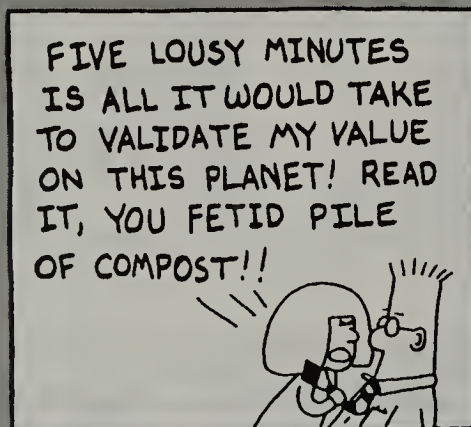
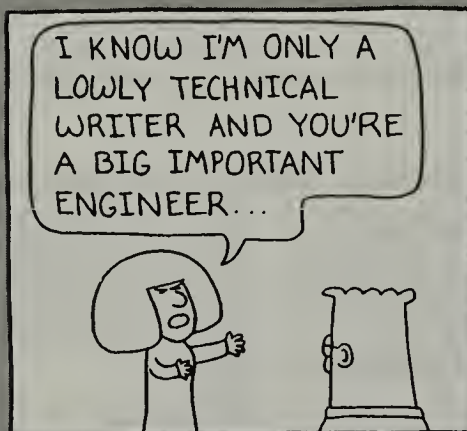
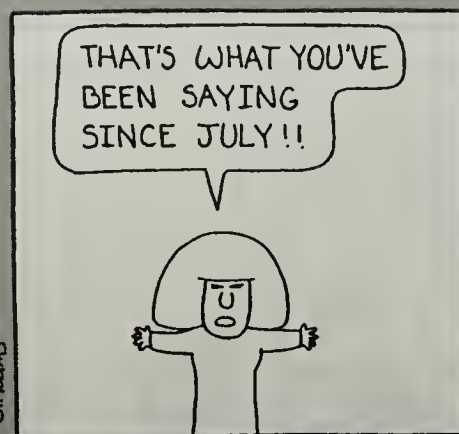


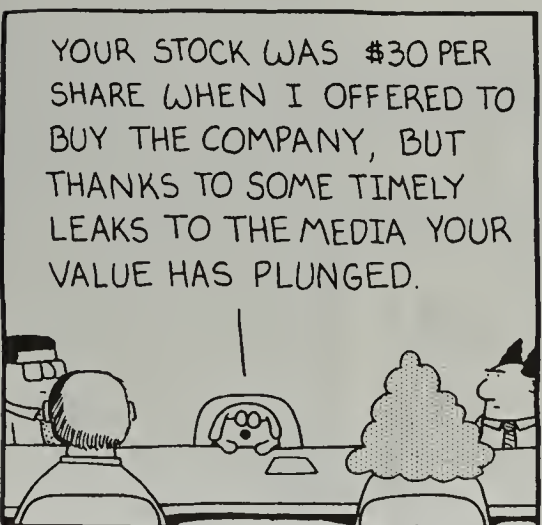
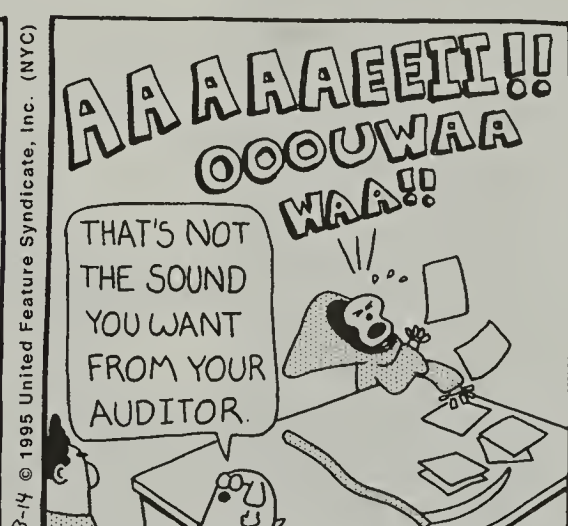
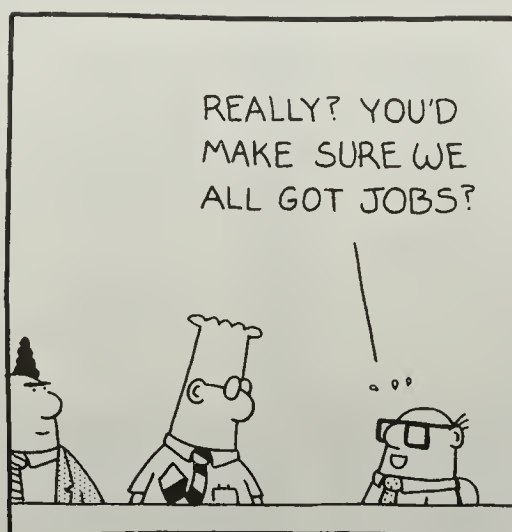




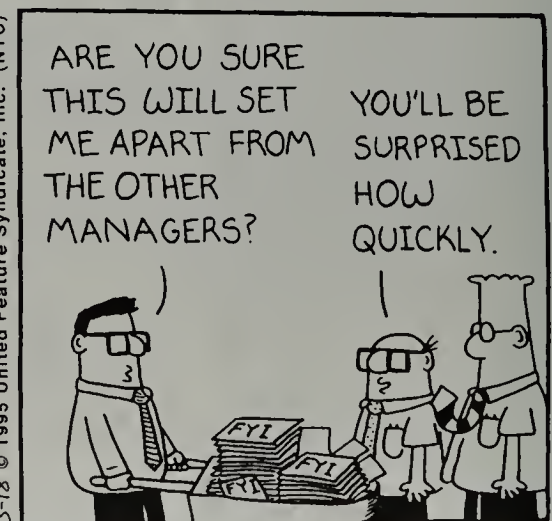
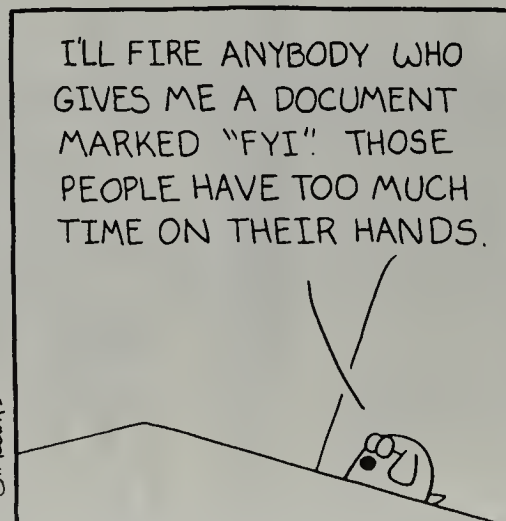
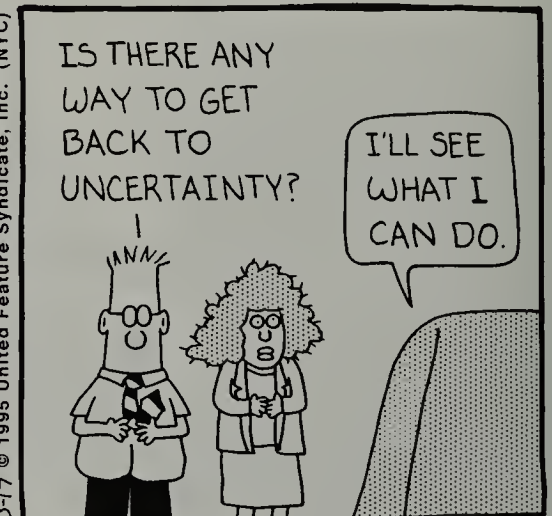
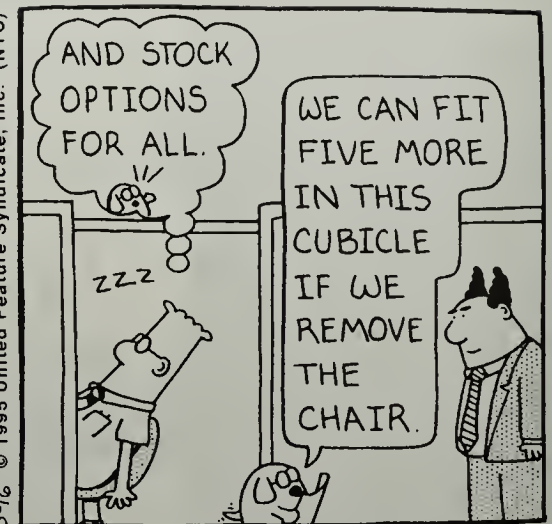
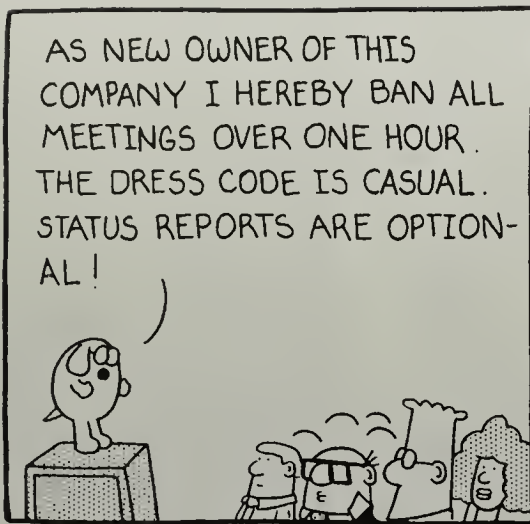








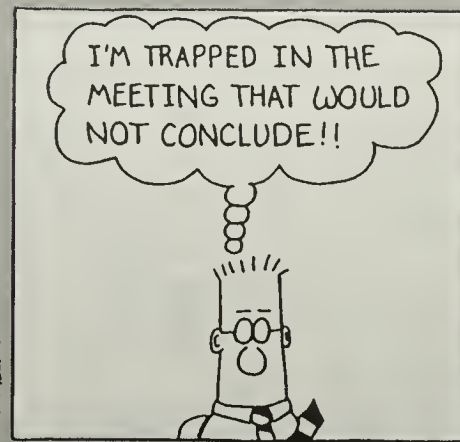






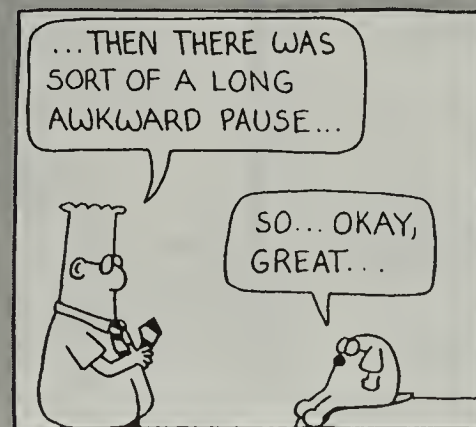


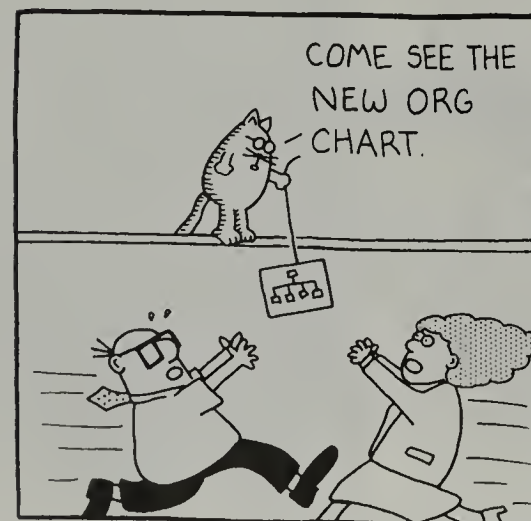
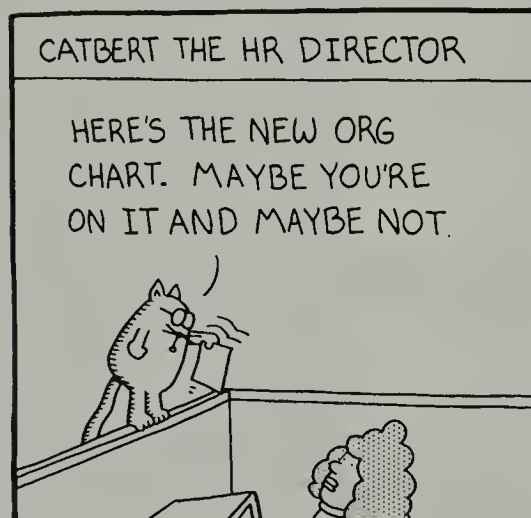
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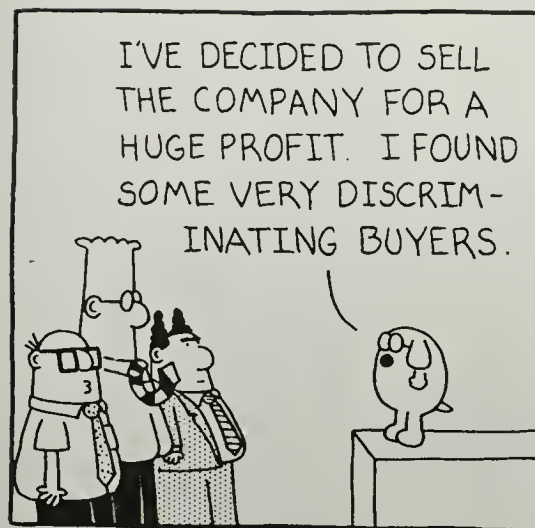


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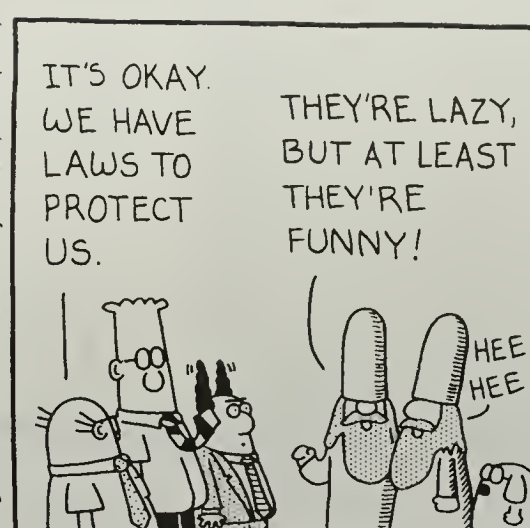




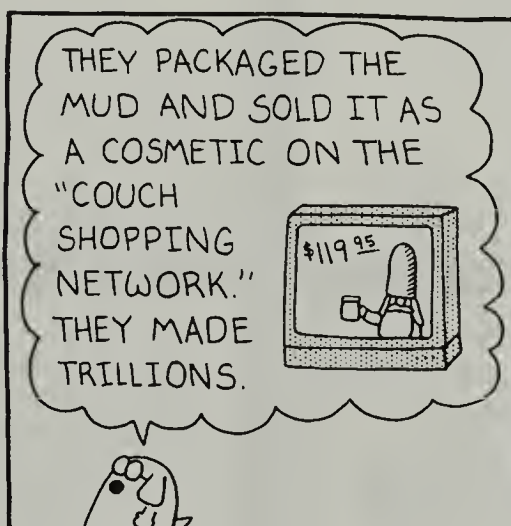
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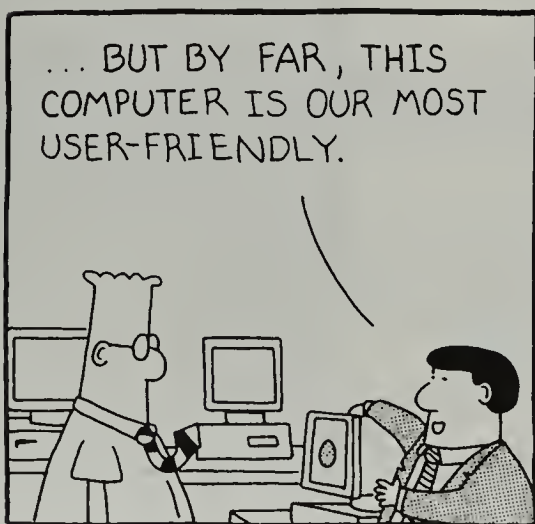
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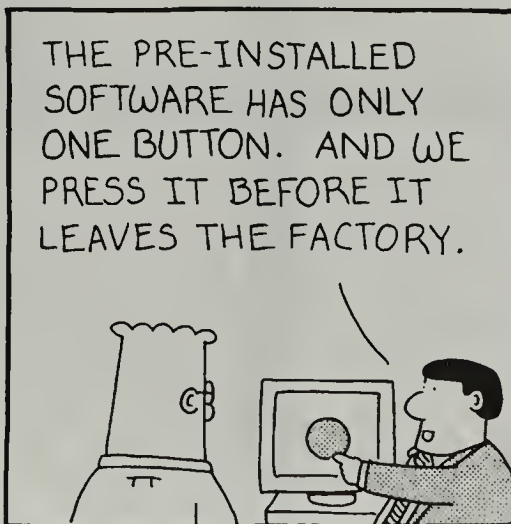
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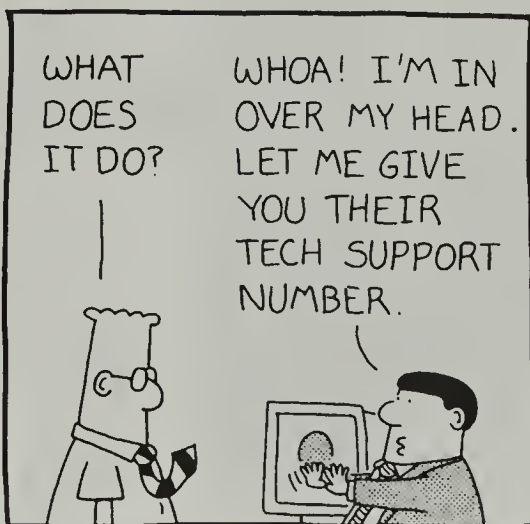
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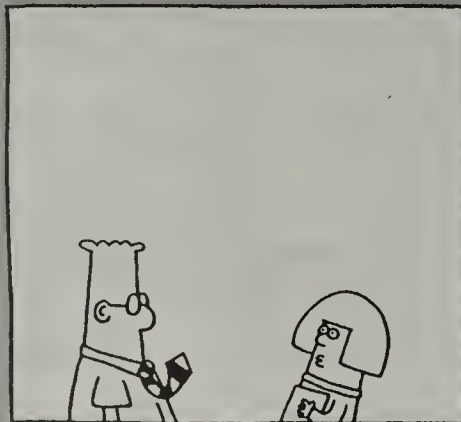
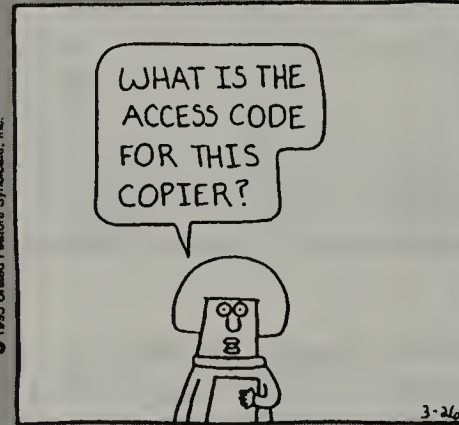
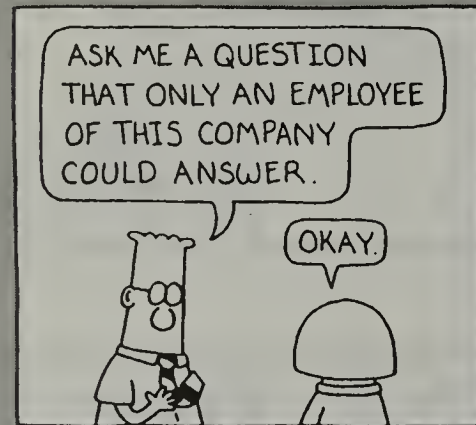
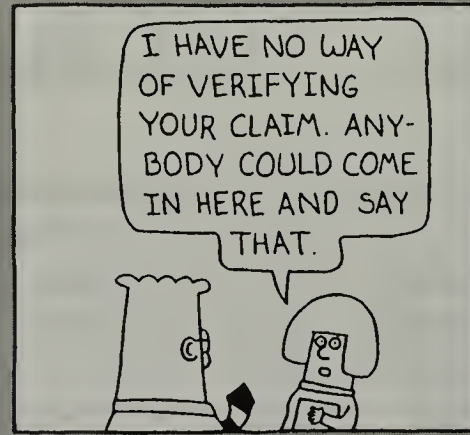
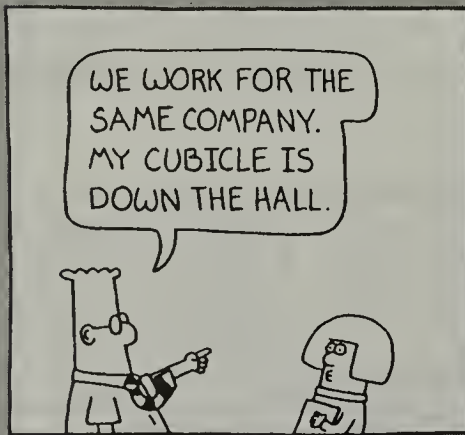
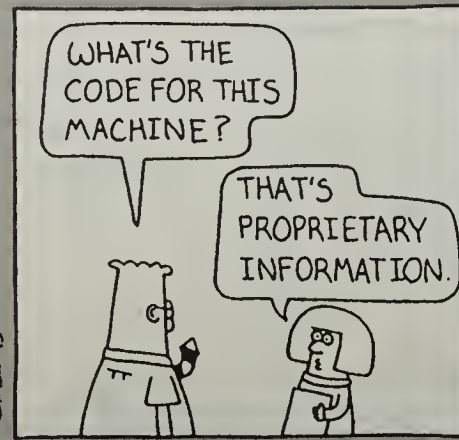
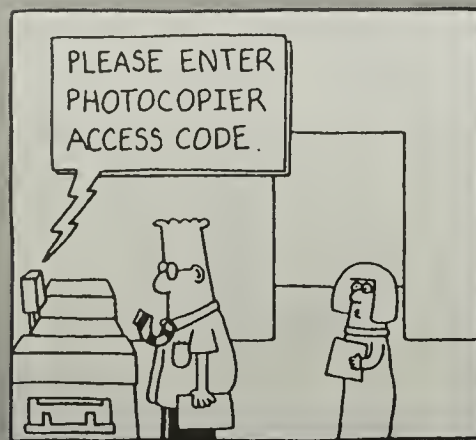
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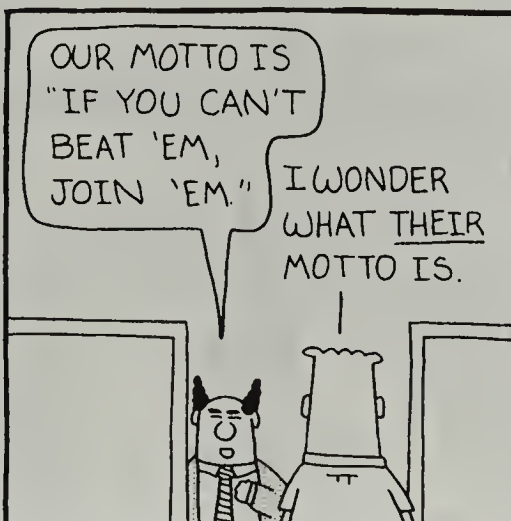
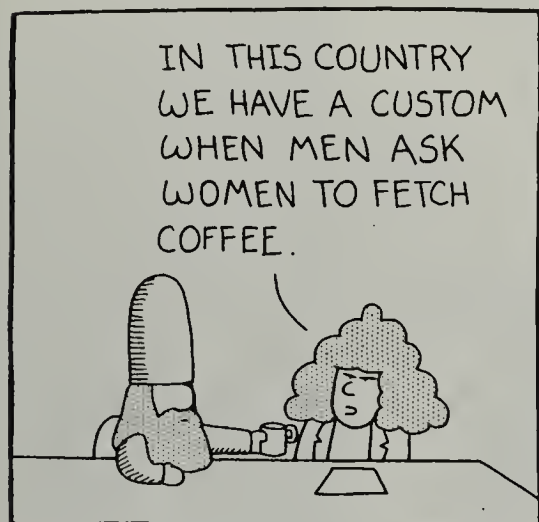
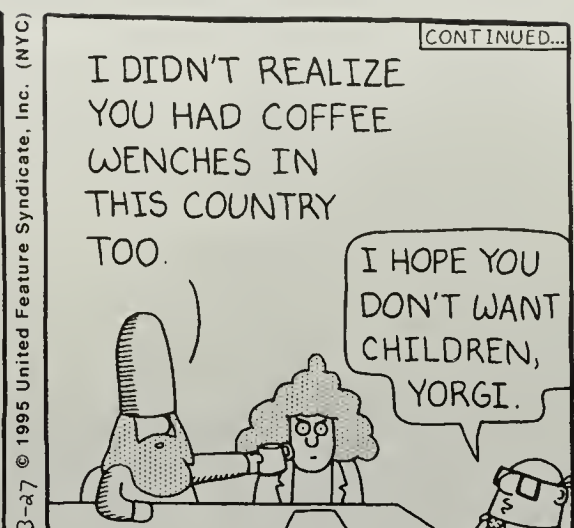
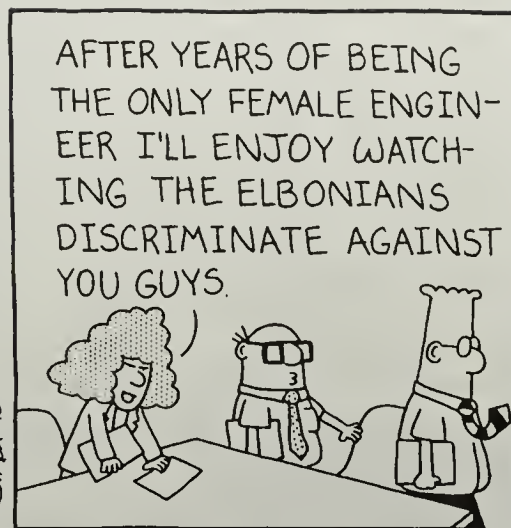


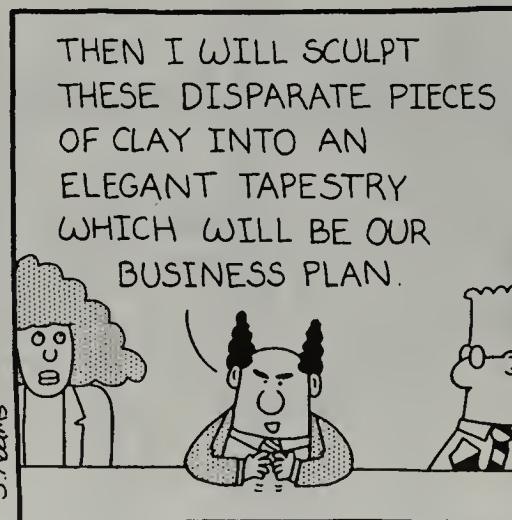
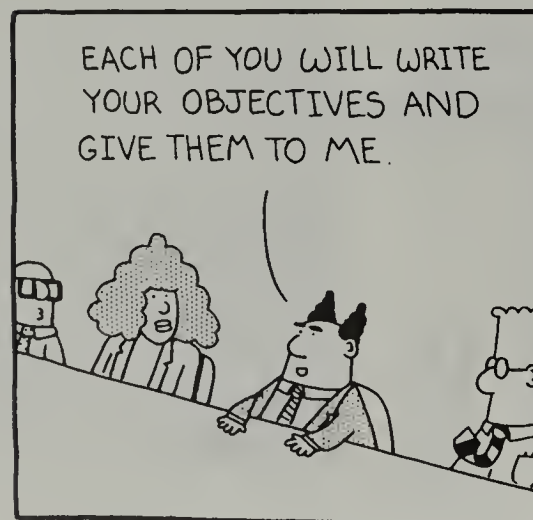
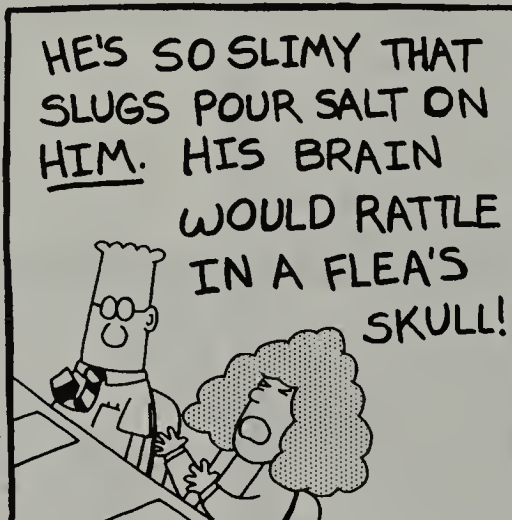
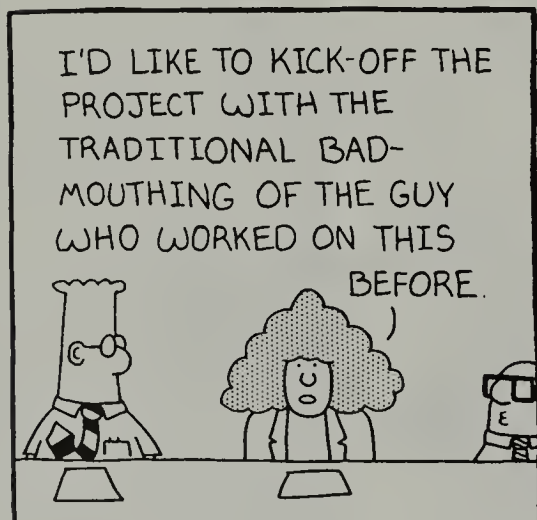
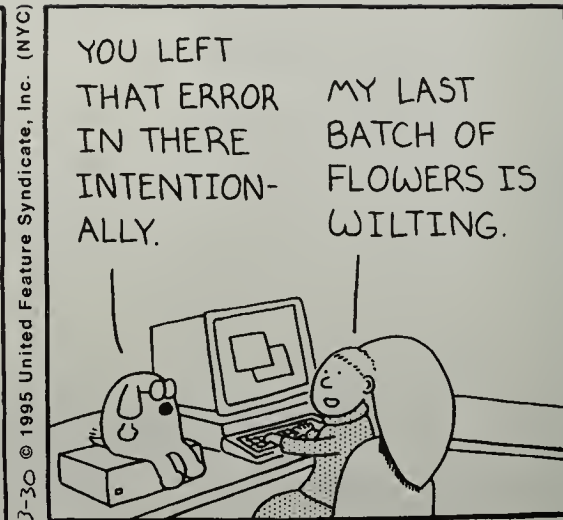
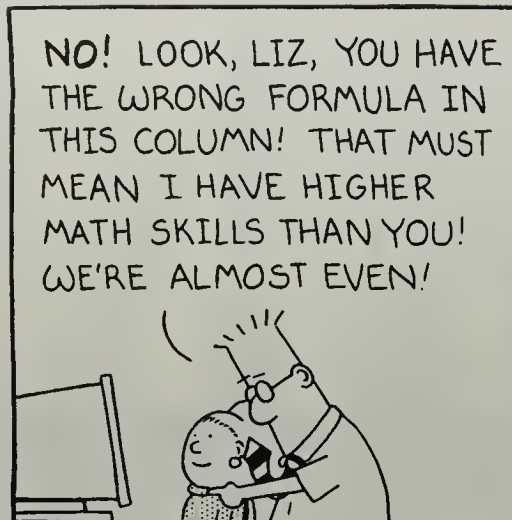
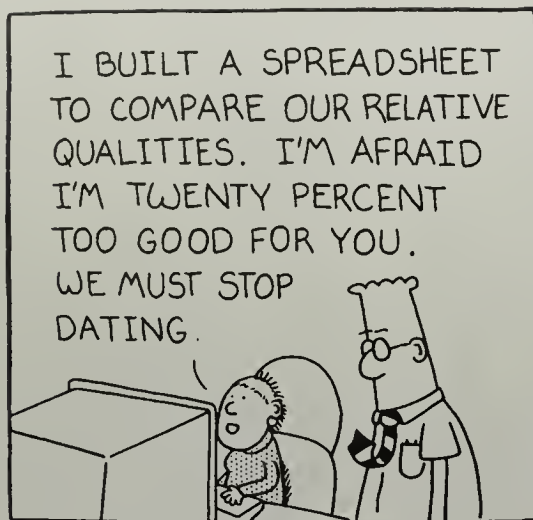
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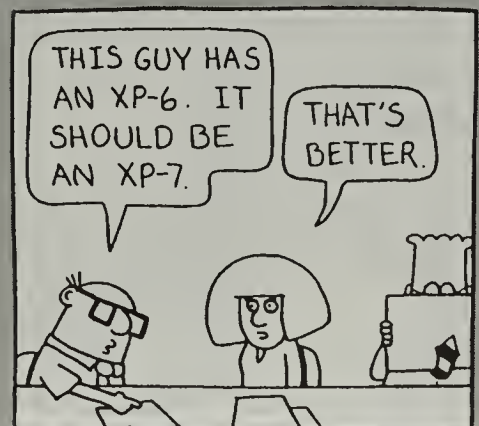
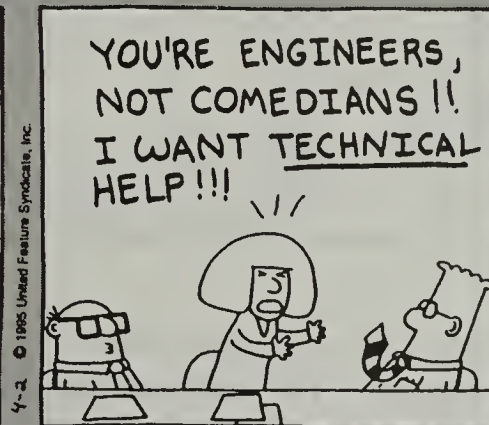
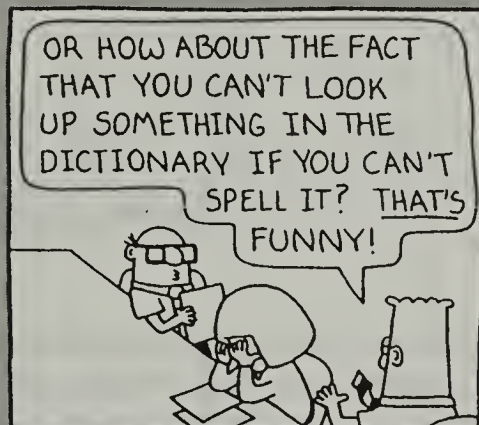
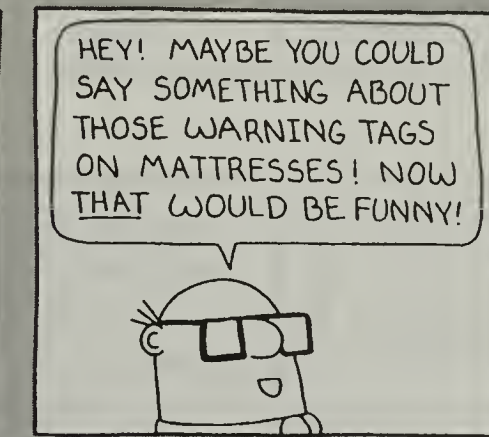
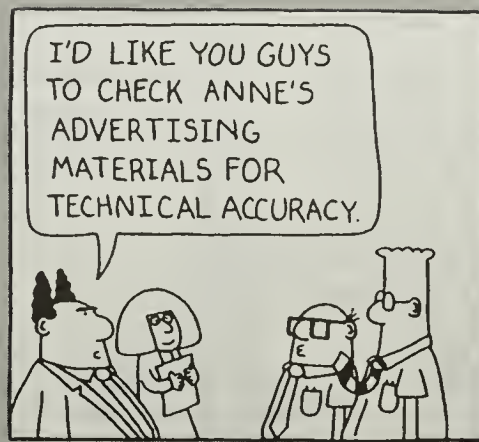


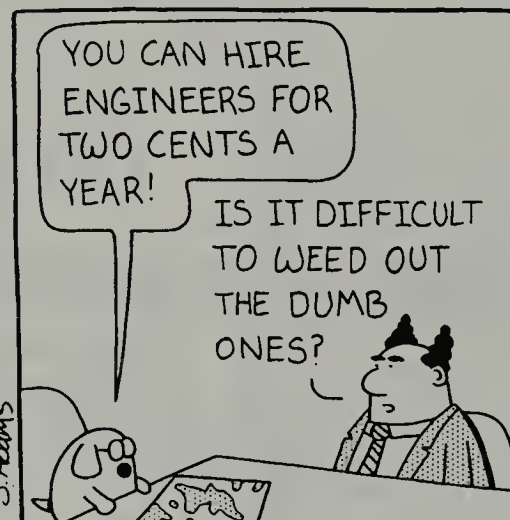
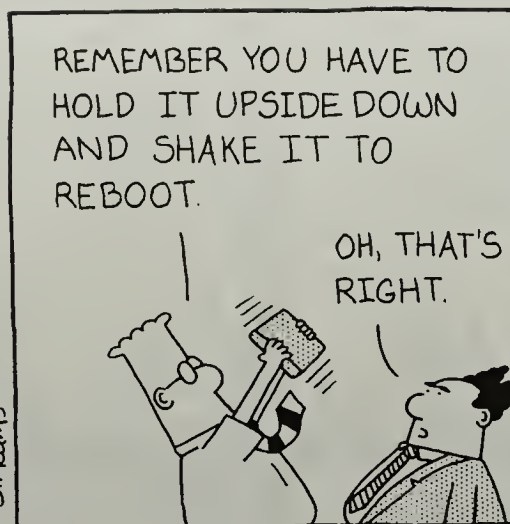


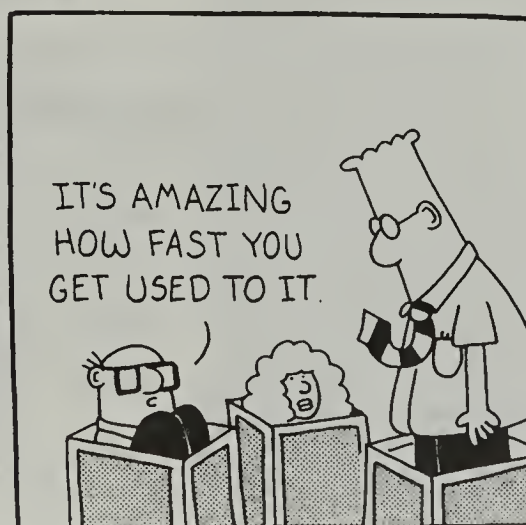
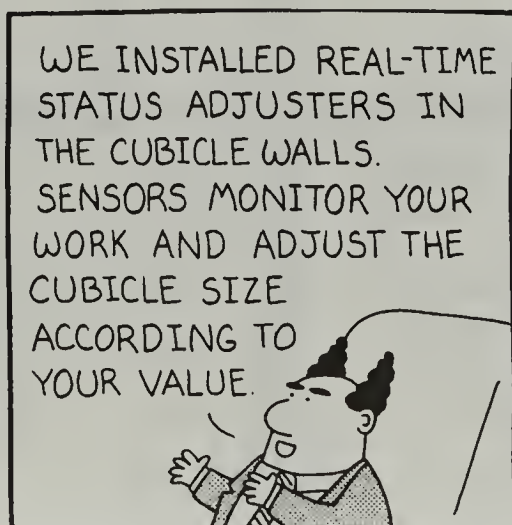
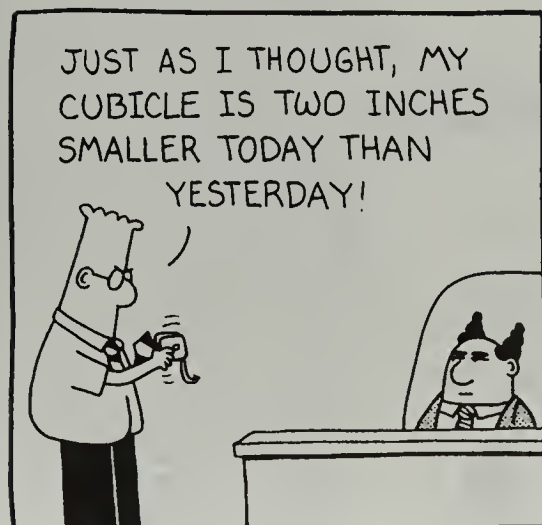
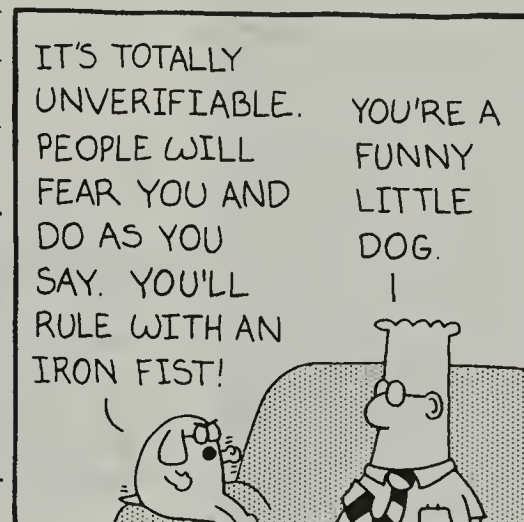
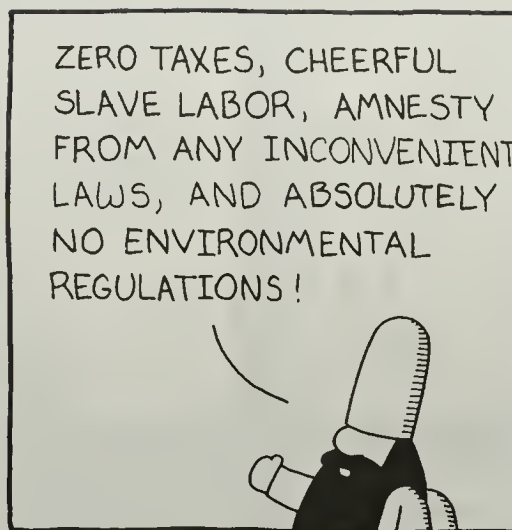




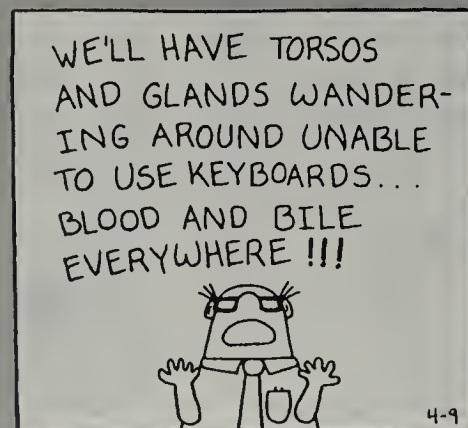
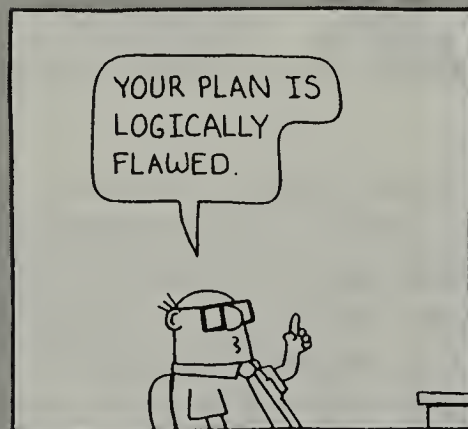
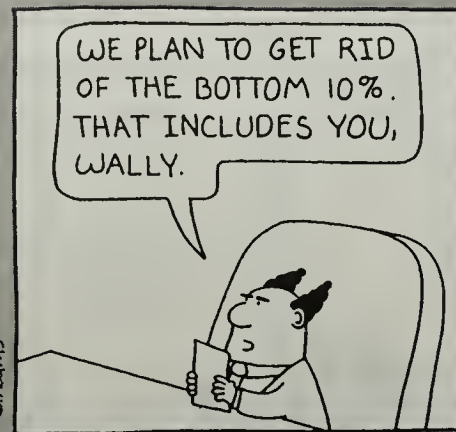






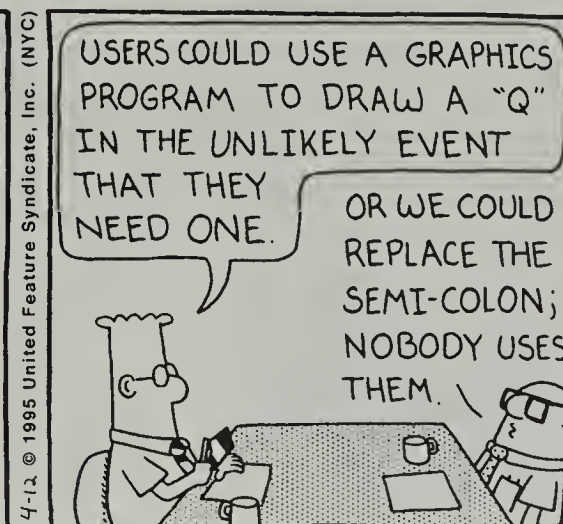
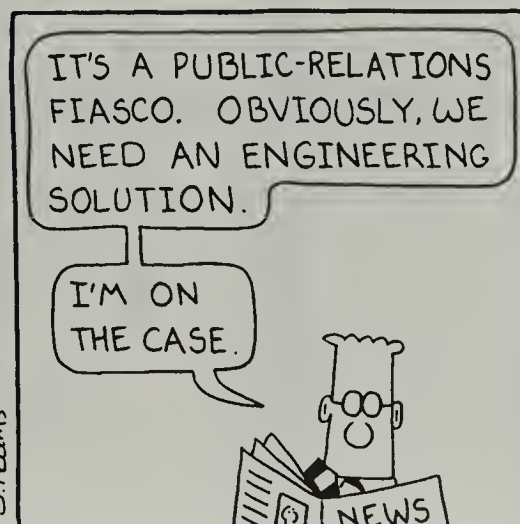
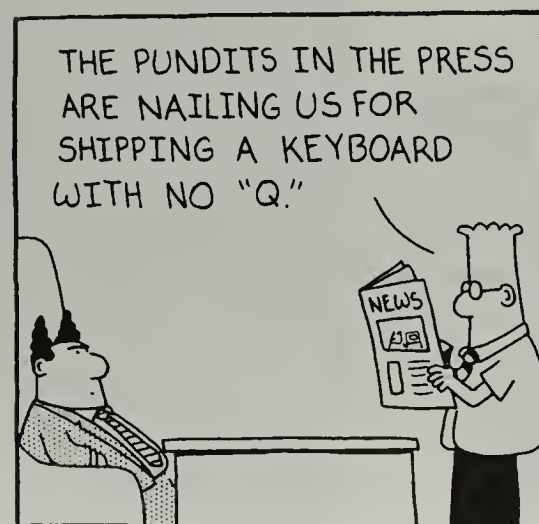
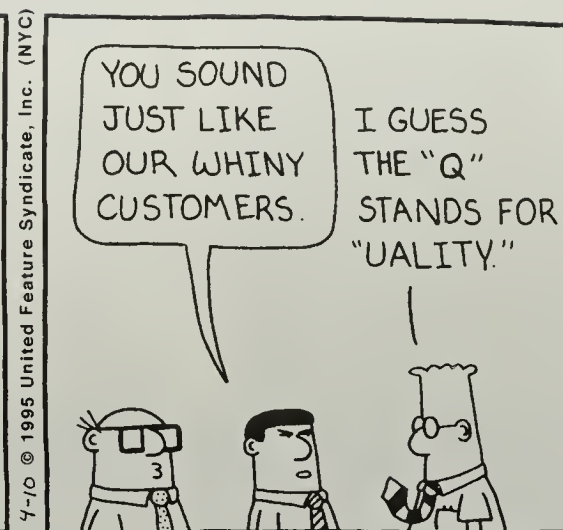
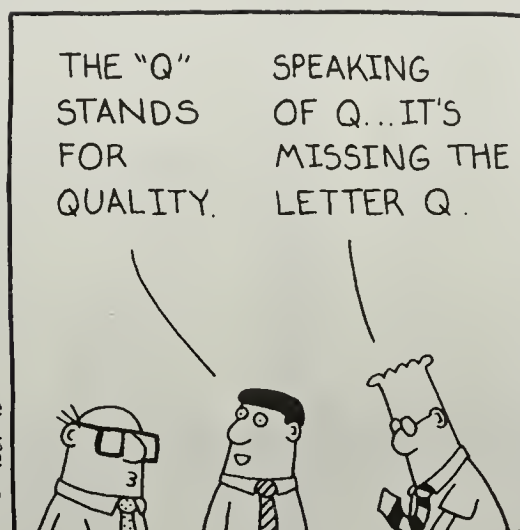
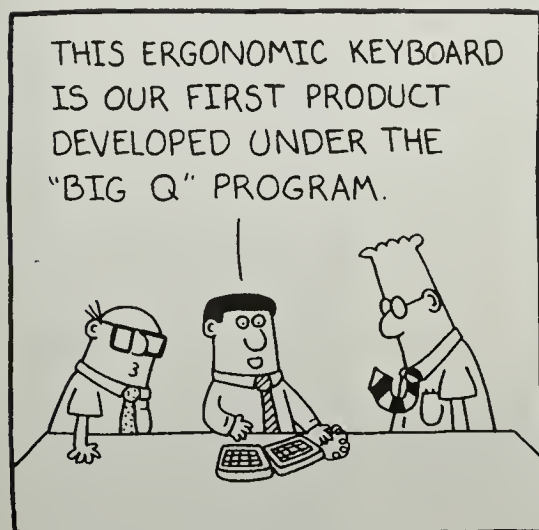


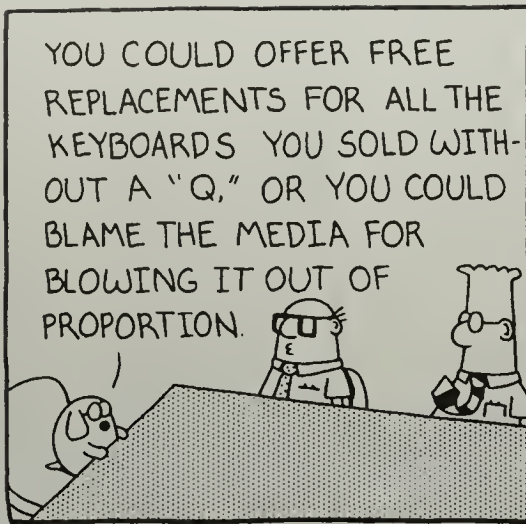




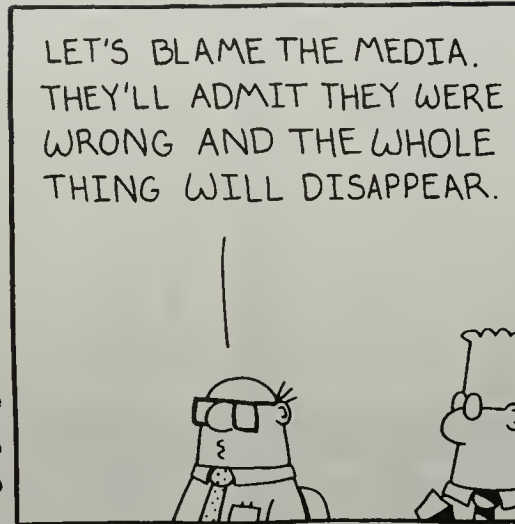
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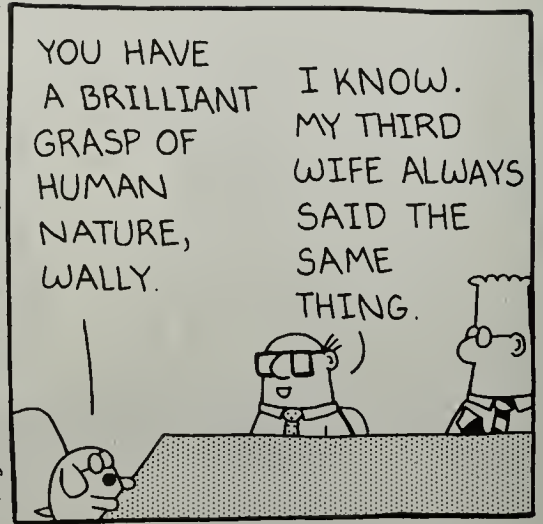




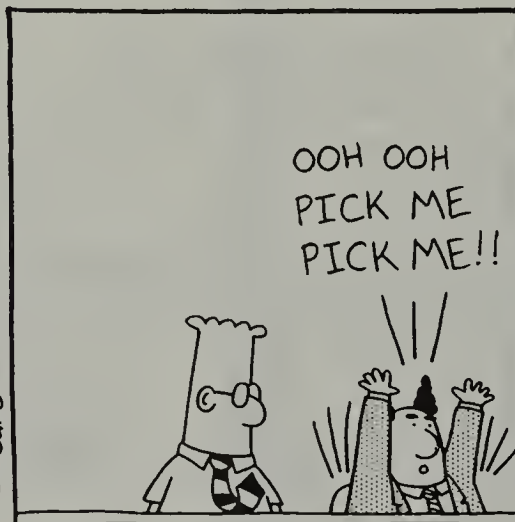
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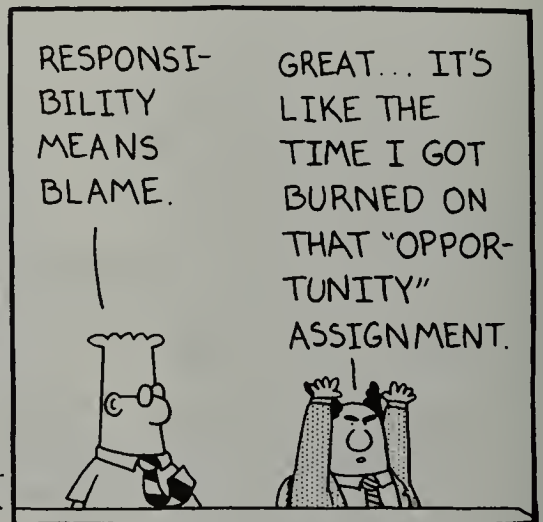
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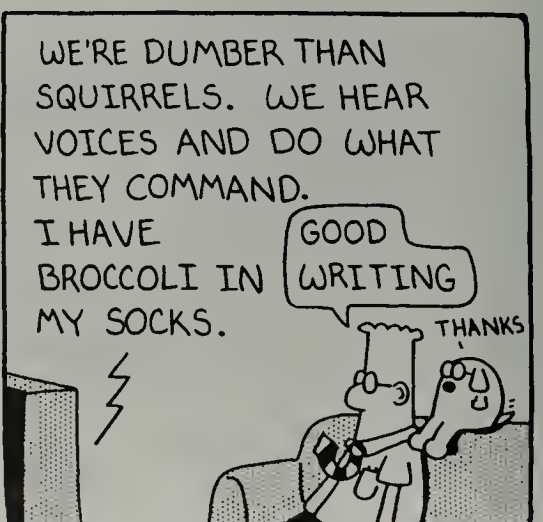
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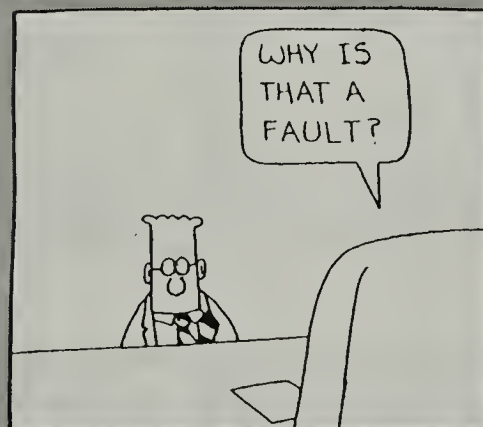
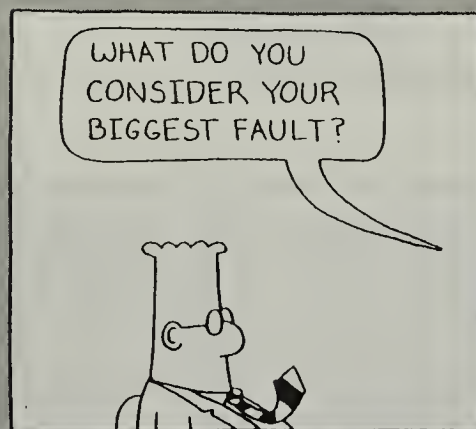
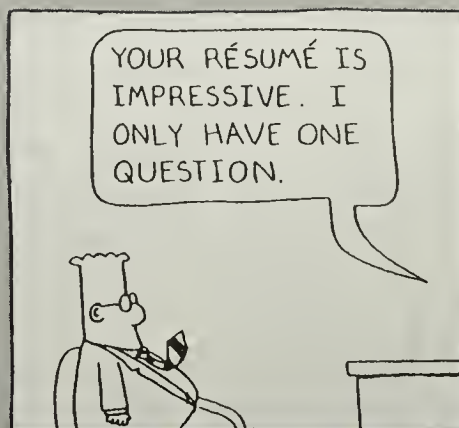
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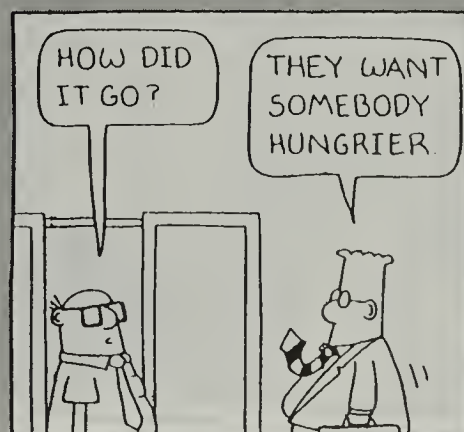
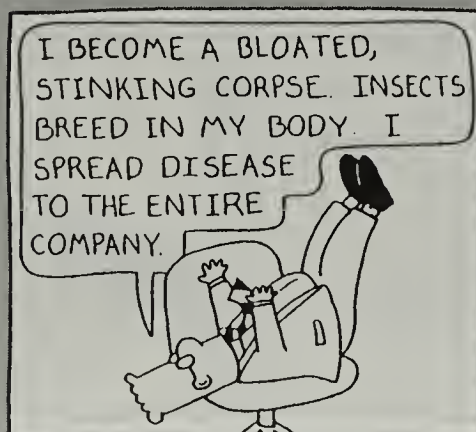


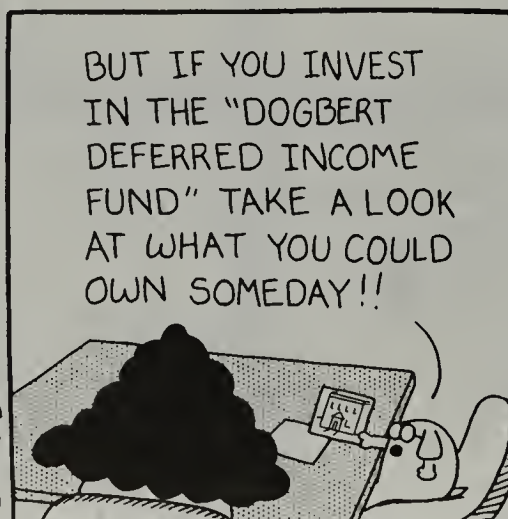
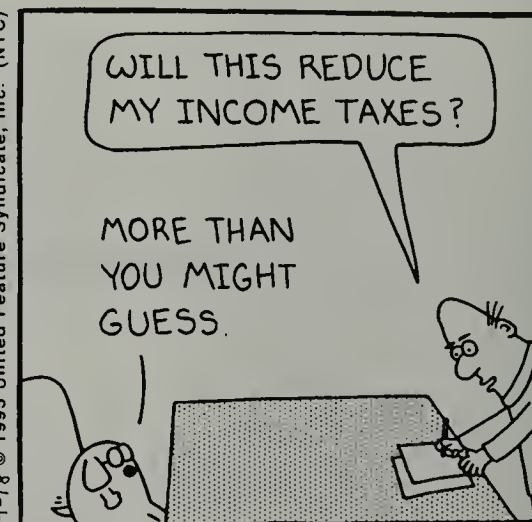
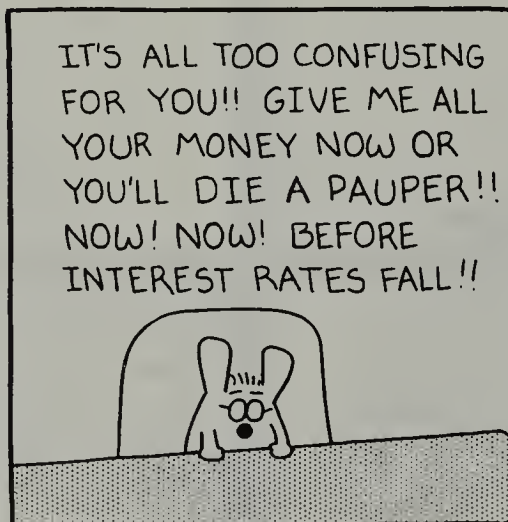
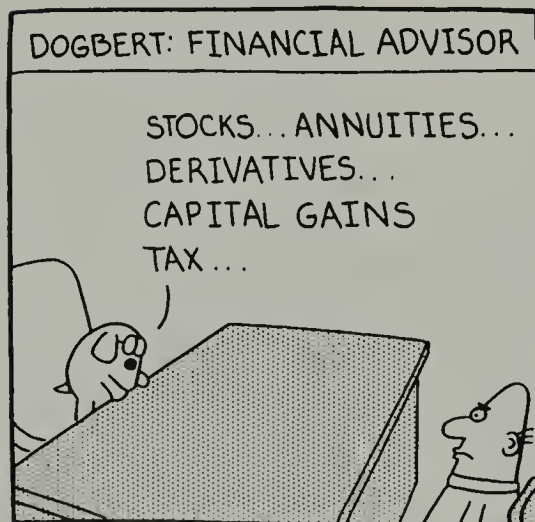
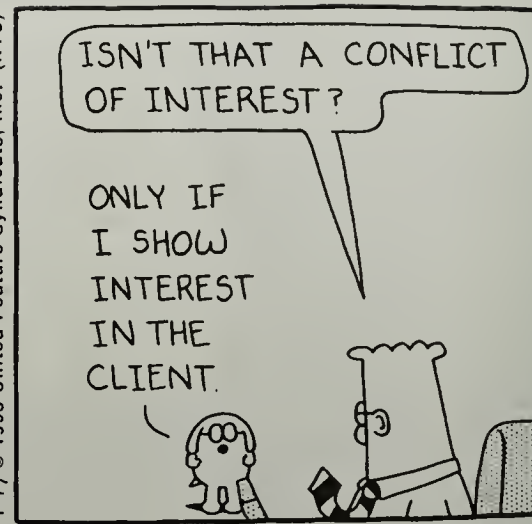
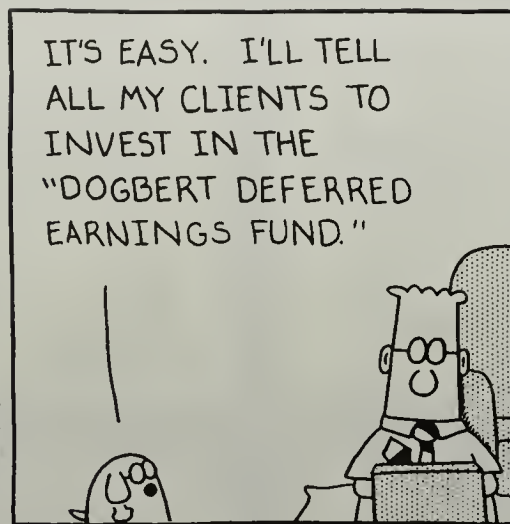


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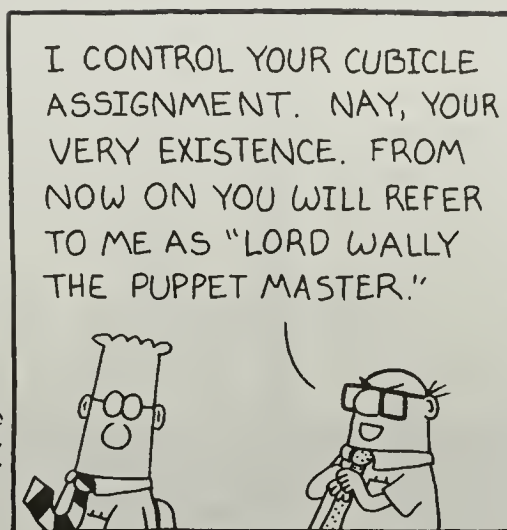




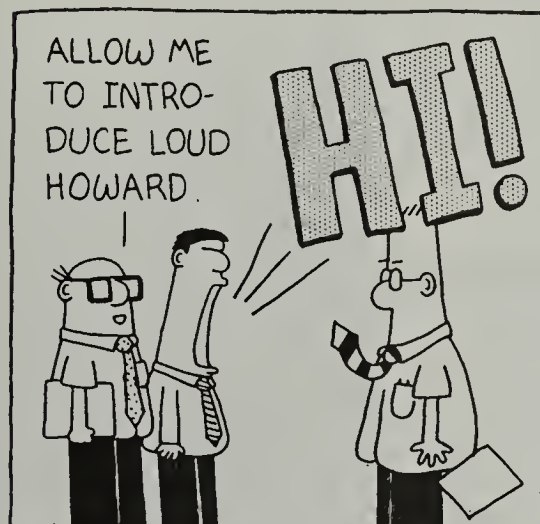
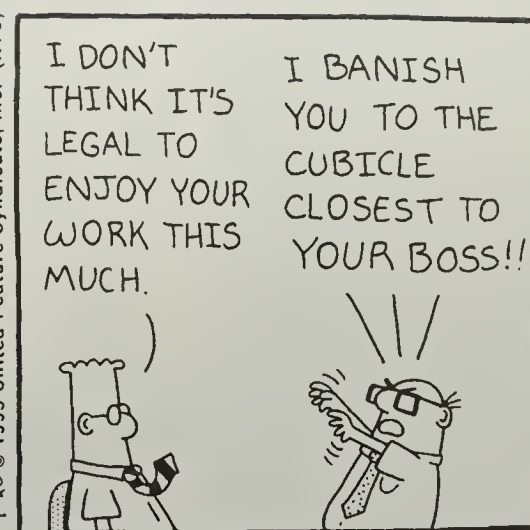




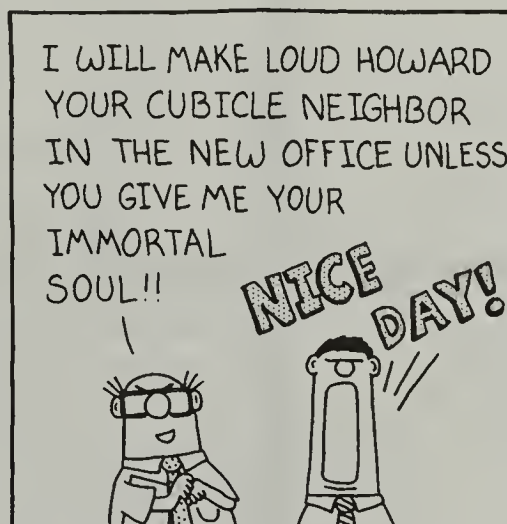
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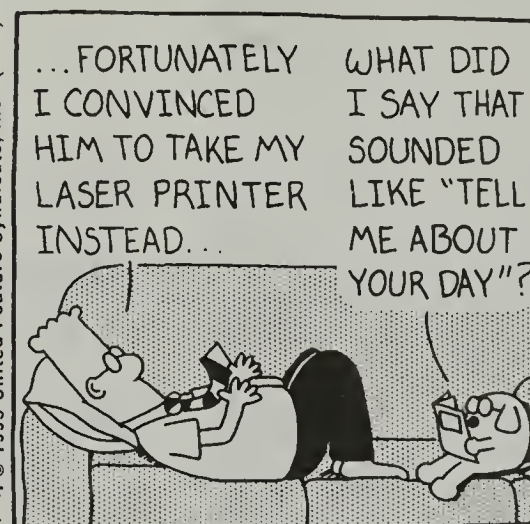
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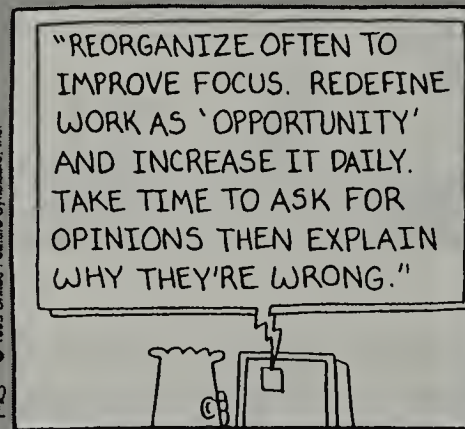
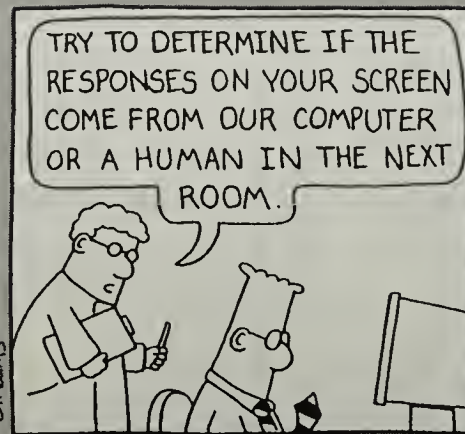
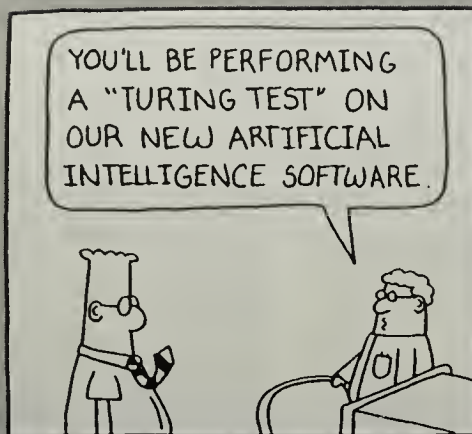
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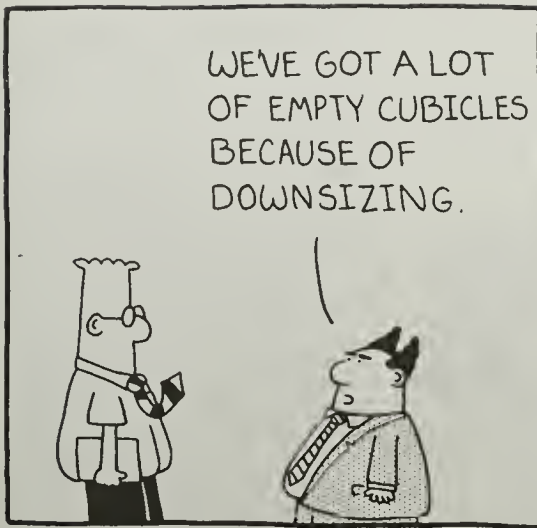




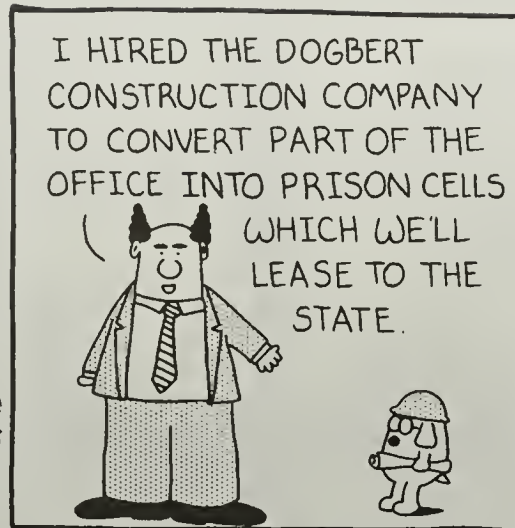


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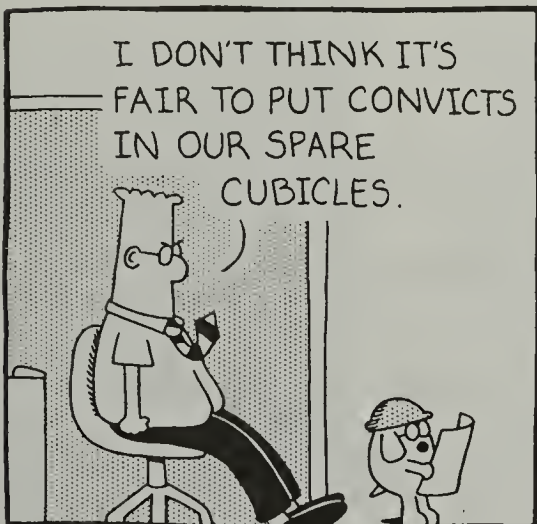
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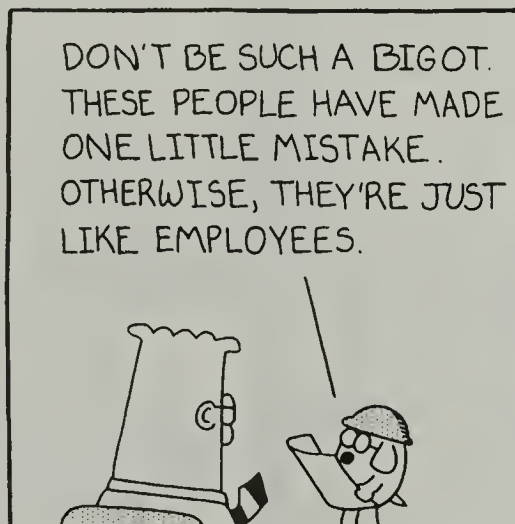
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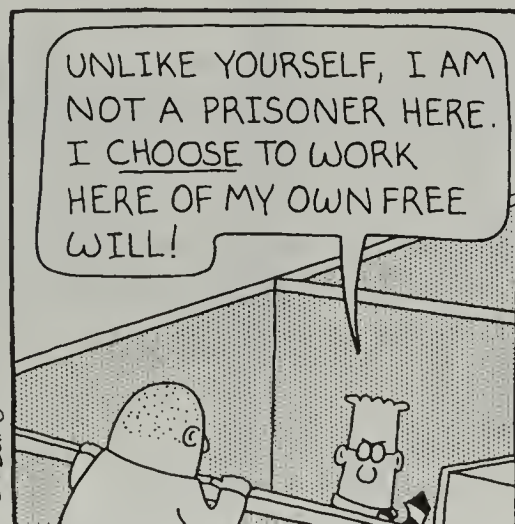
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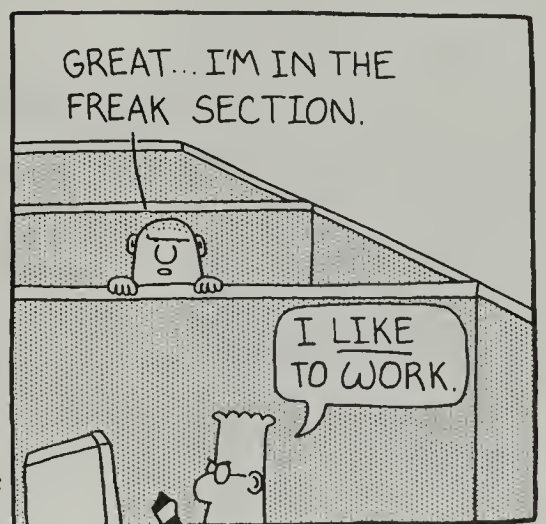
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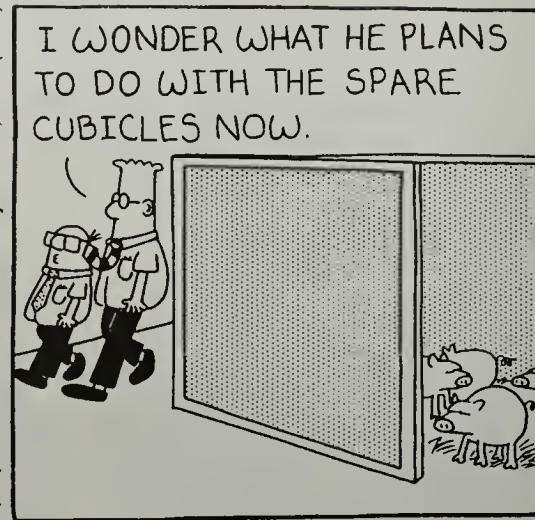
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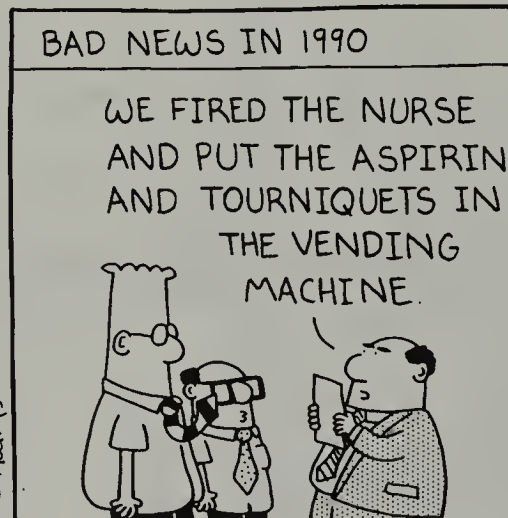
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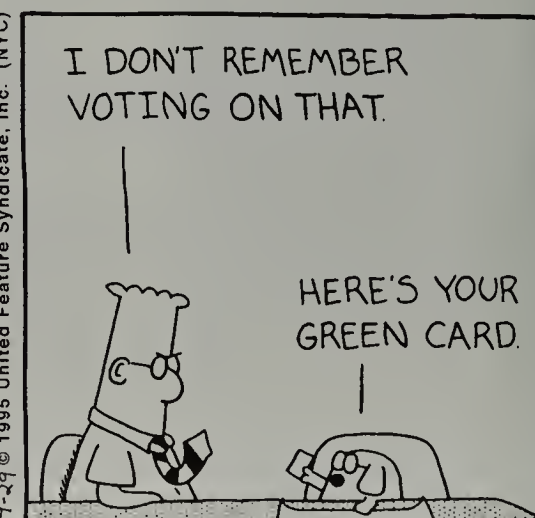
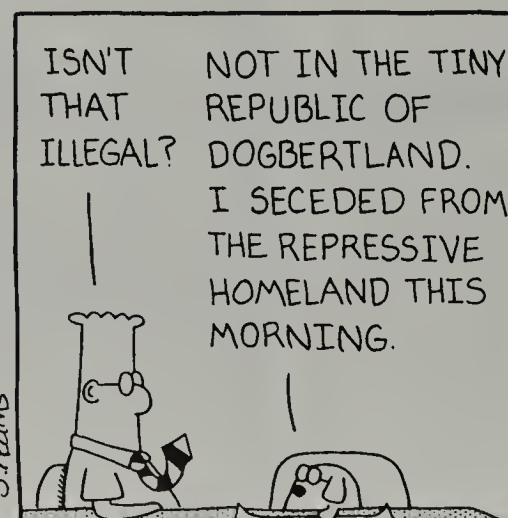




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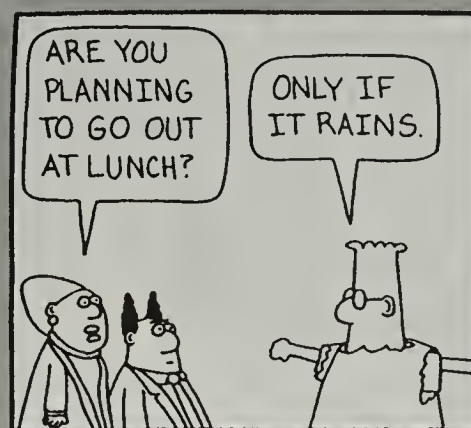
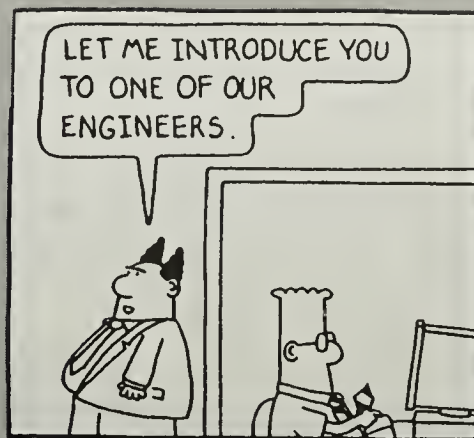


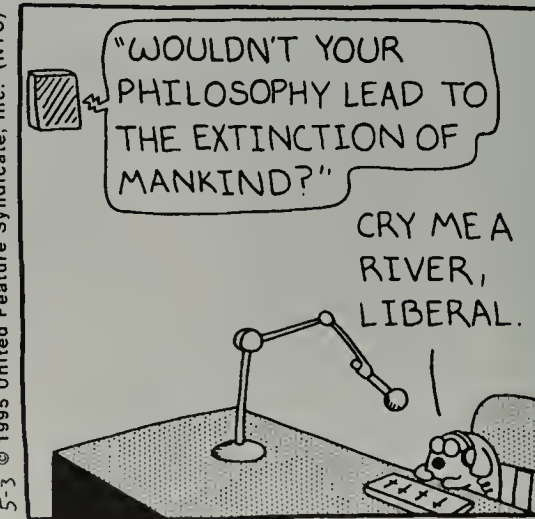
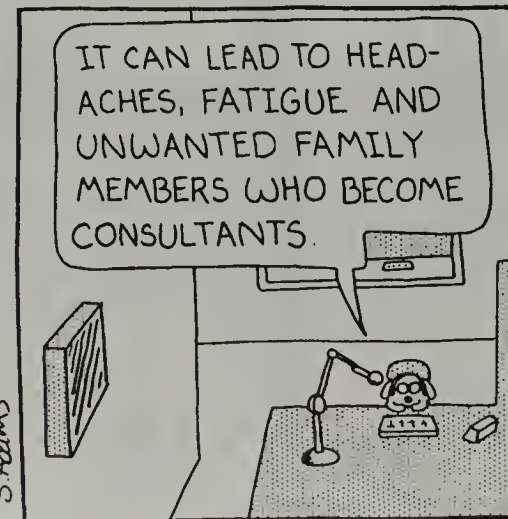
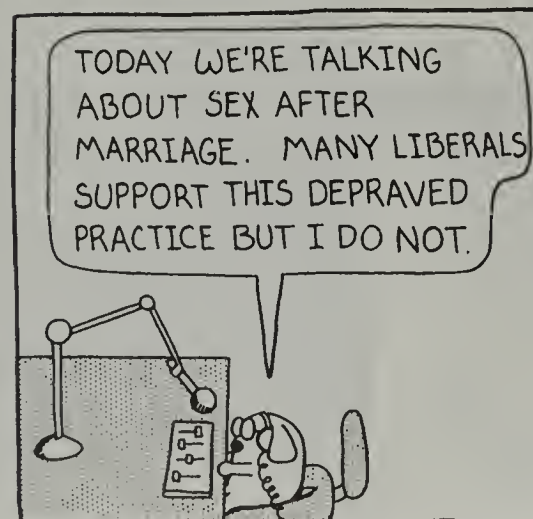
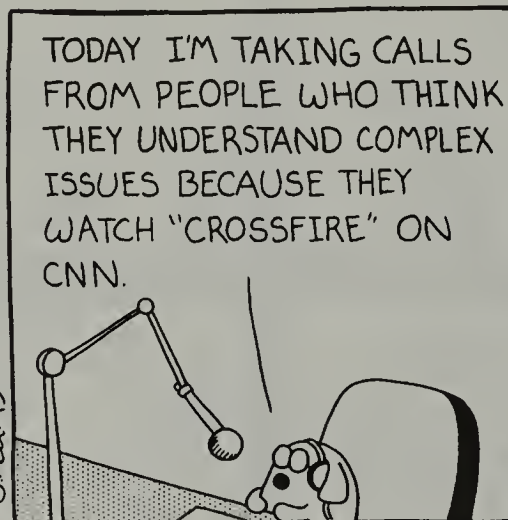
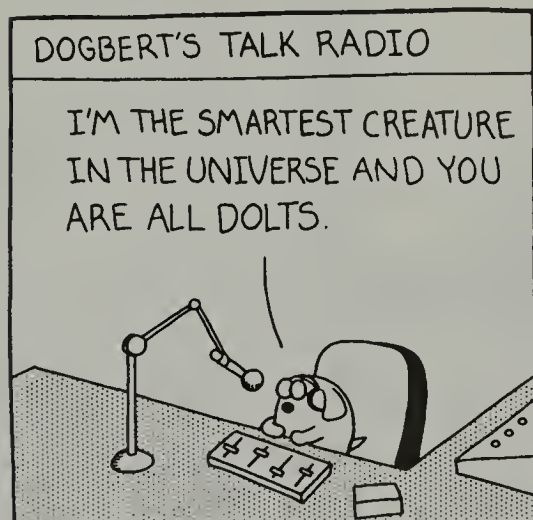
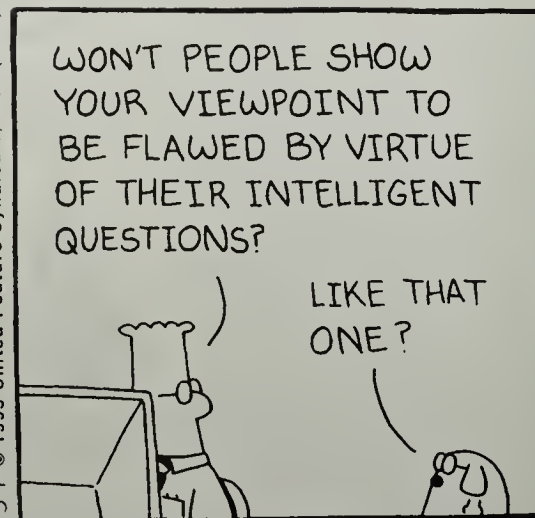
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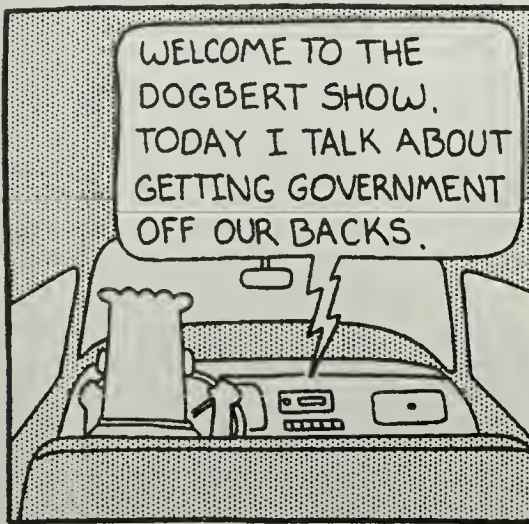
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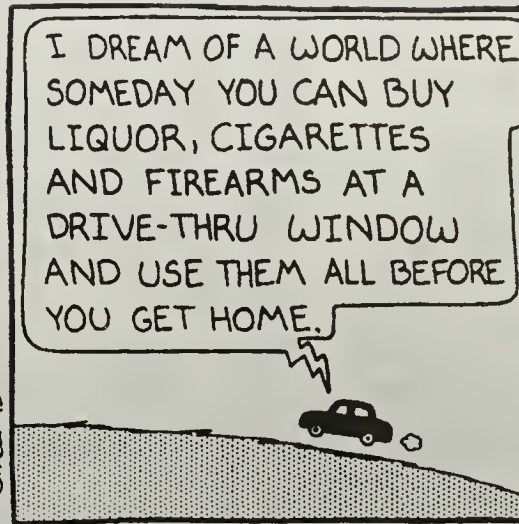




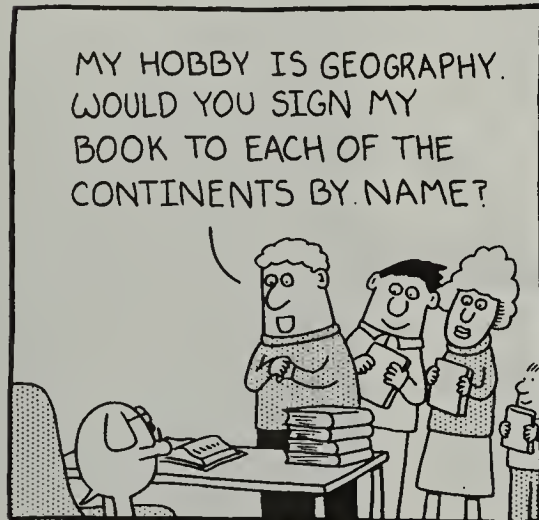




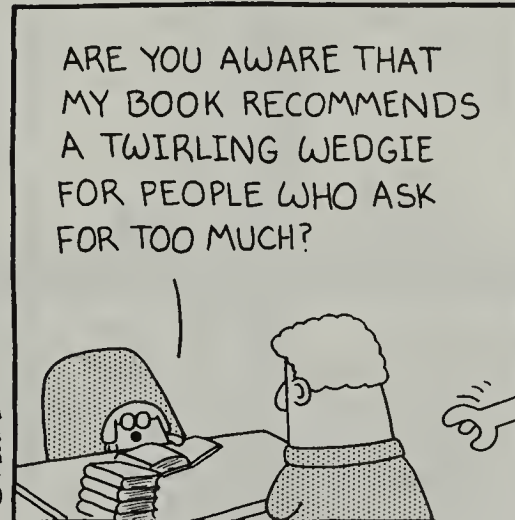
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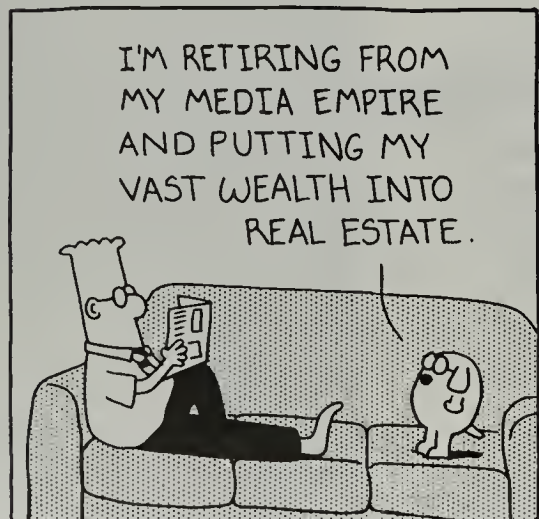
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# THE 7 HABITS OF HIGHLY DEFECTIVE PEOPLE



1. IGNORE ANY SIGNS OF DISCOMFORT IN OTHERS.

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



S. ADAMS

2. USE HUMOR TO BELITTLE PEOPLE IN PUBLIC.

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



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

YOU DON'T MOTIVATE ME.

MAYBE YOU SHOULD SEE A THERAPIST.



4. SHOW UP LATE AND RAISE CONTROVERSIAL ISSUES.

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



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

TRY WRITING SOME ASSEMBLY LINE CODE HERE.



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6. USE COMPLIMENTS TO SHOW YOUR PREJUDICES.

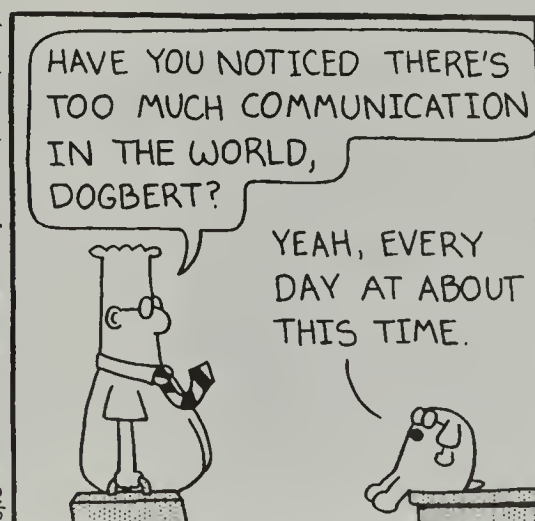
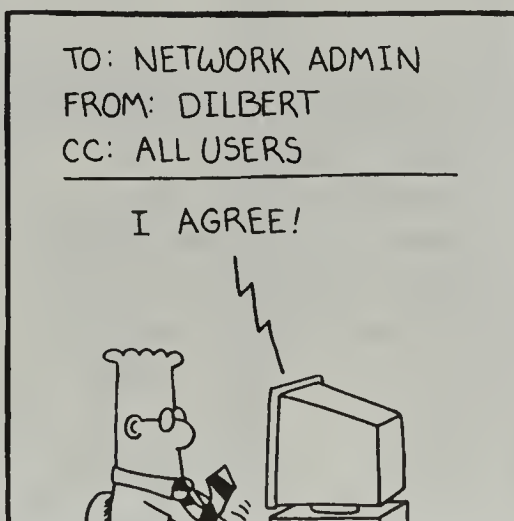
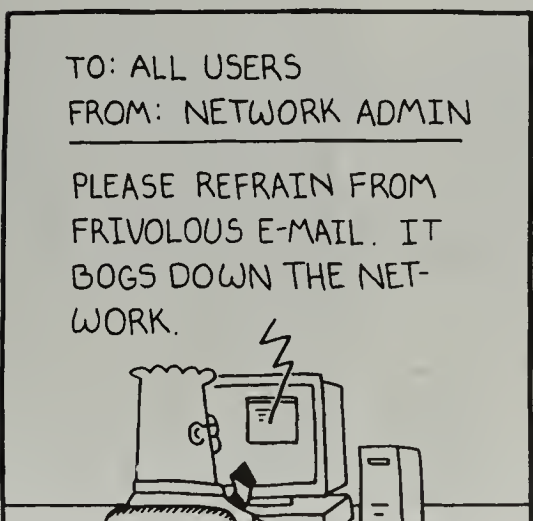
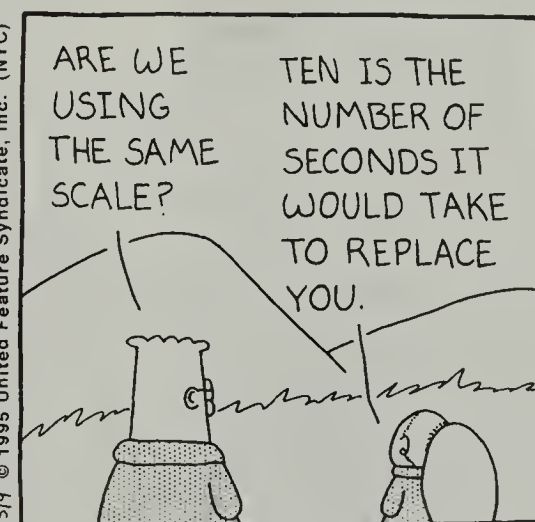
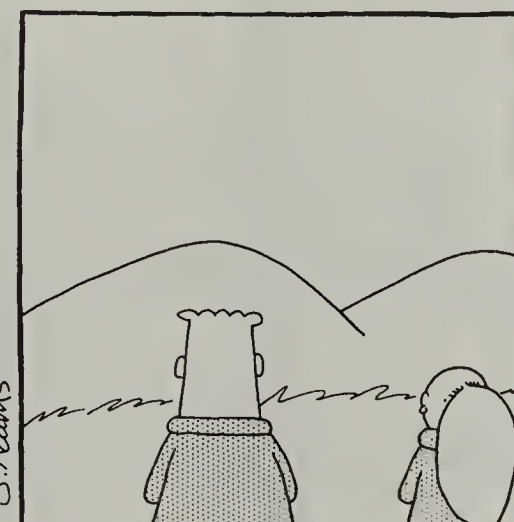
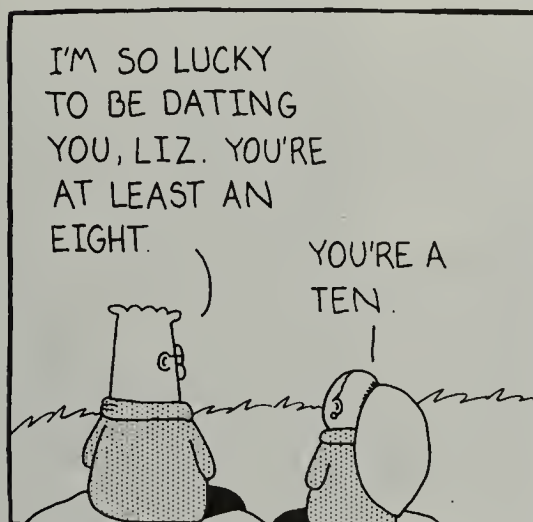
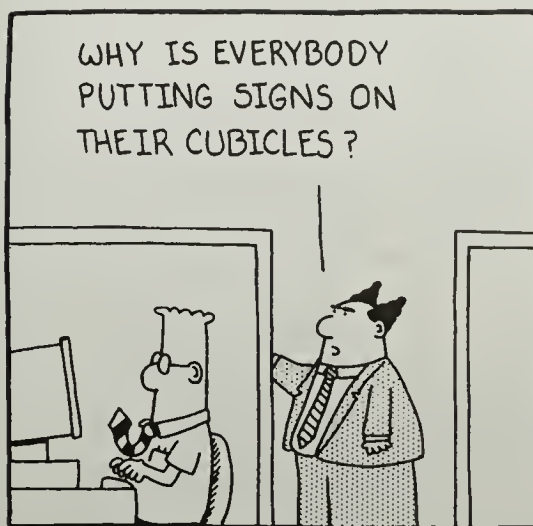
OOH, NICE CRISP PHOTOCOPY, ALICE. I DON'T THINK A MAN COULD HAVE DONE IT BETTER!

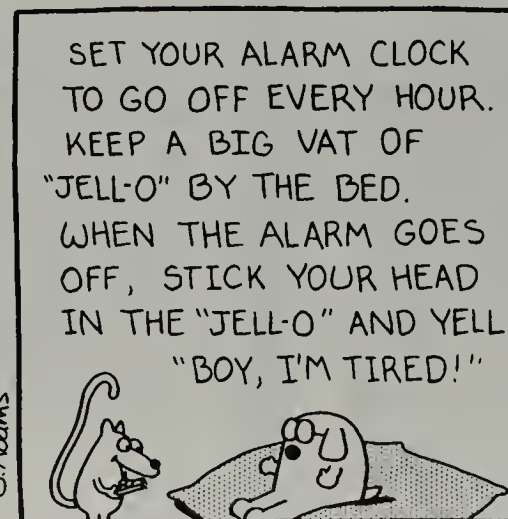
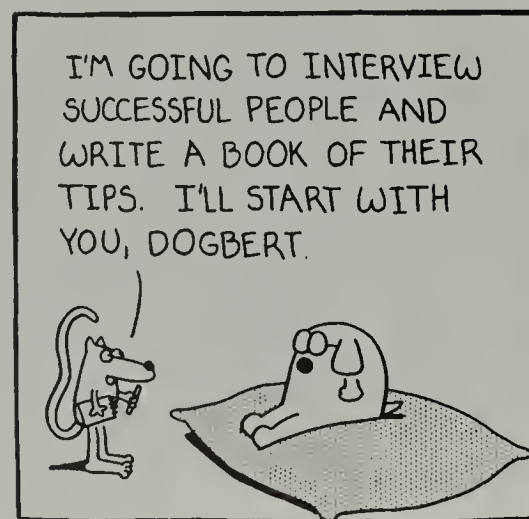
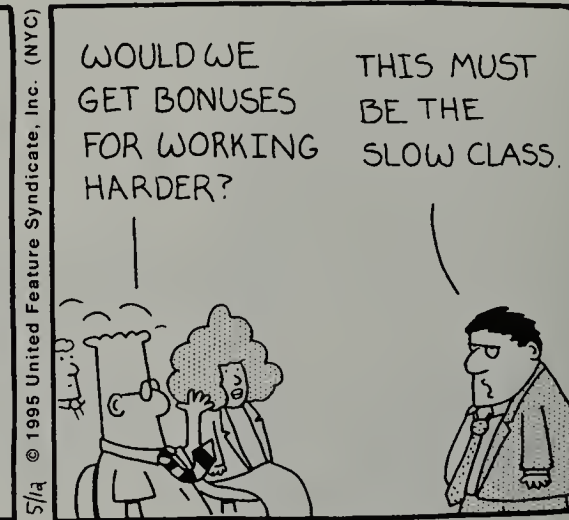
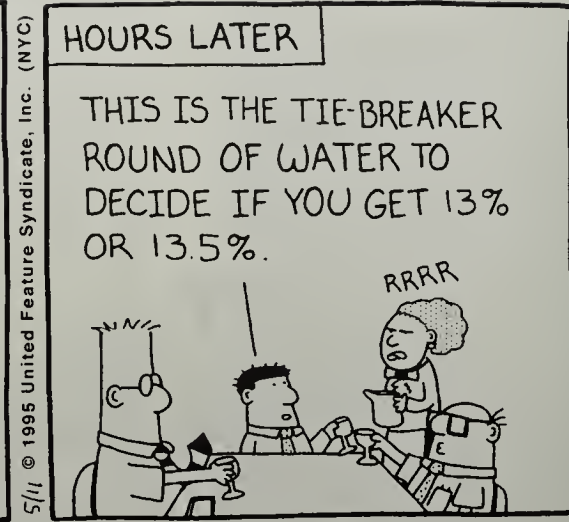
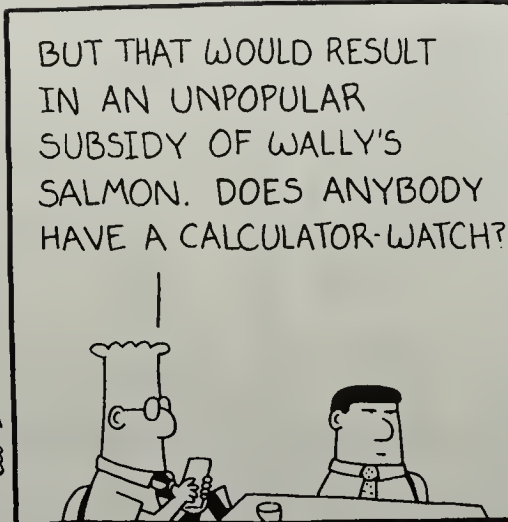
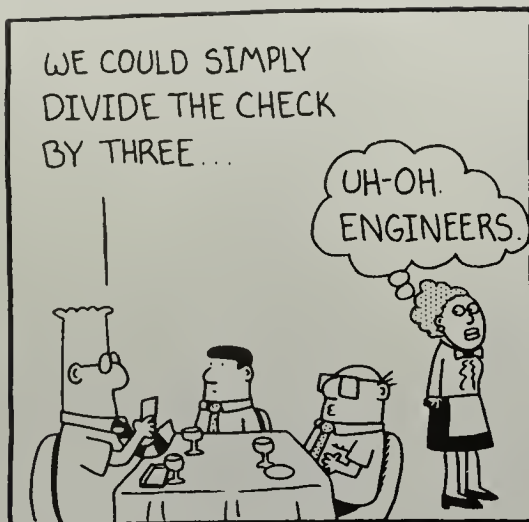


7. THINK THE COMICS ARE NOT ABOUT YOU

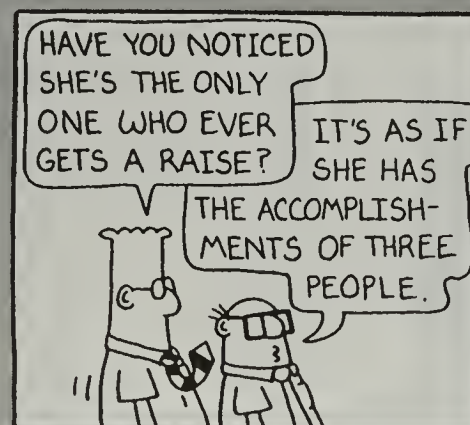
HEE HEE! LOOK AT THE HAIR ON THAT GUY!

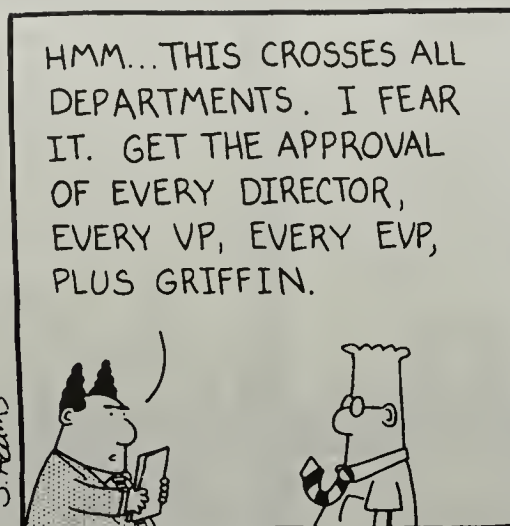




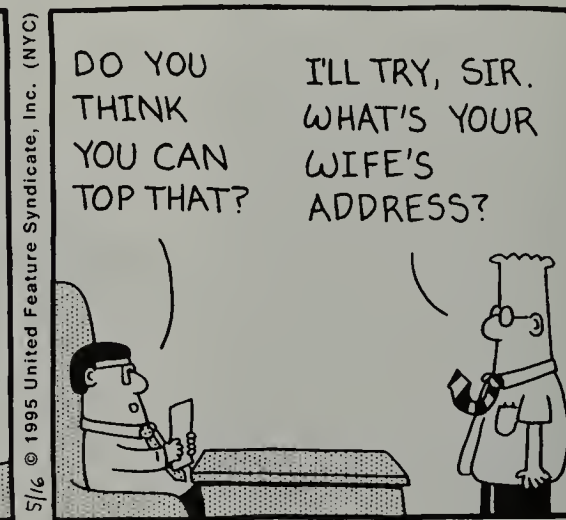
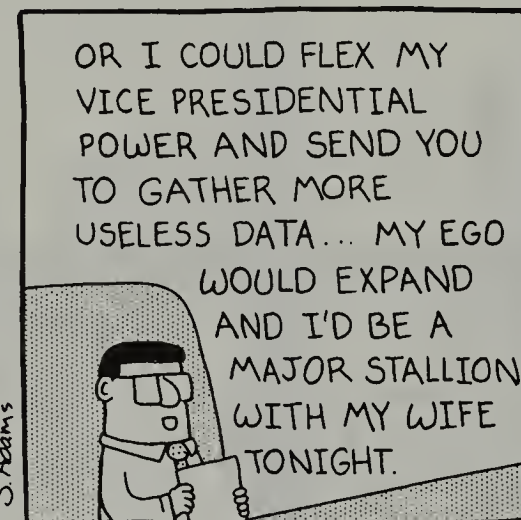




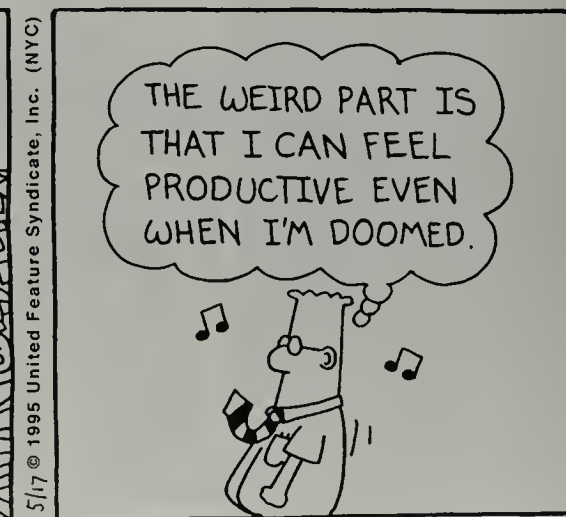
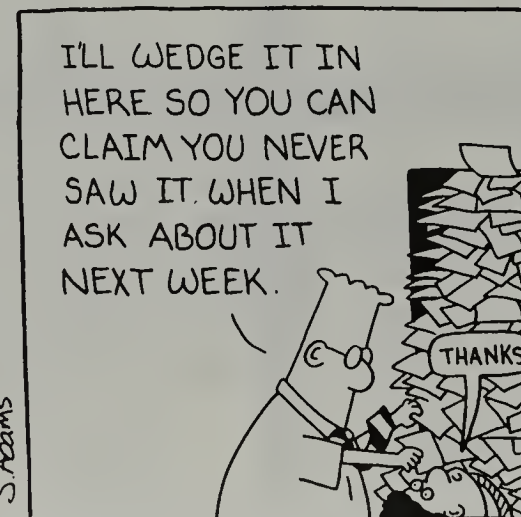




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TODAY I DISTRIBUTED  
36 COPIES OF MY BUSINESS  
CASE TO VARIOUS  
MANAGERS FOR APPROVAL.



S. Adams

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



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



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

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



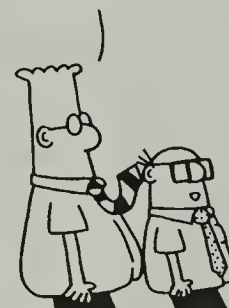
S. Adams

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



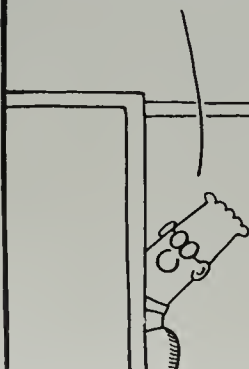
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WHEN ARE YOU  
PLANNING TO  
TELL HIM YOU  
WERE JOKING?



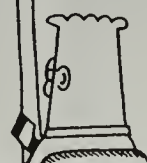
AFTER I  
FURNISH  
MY DEN.

YOU NEVER ANSWERED  
MY E-MAIL.



S. Adams

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



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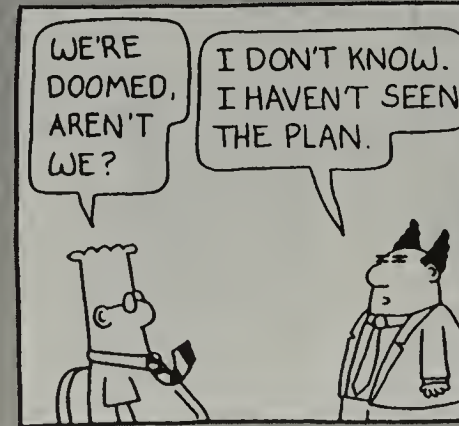
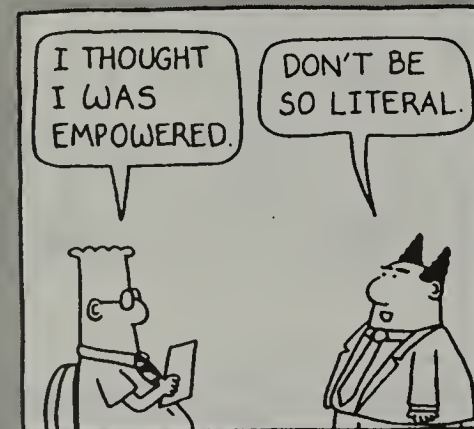
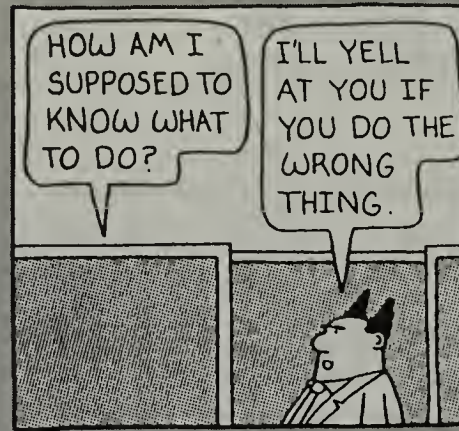
I WAS OUT OF  
PAPYRUS SO I  
CHISELED MY  
MESSAGE ON A  
LITTLE PYRAMID.

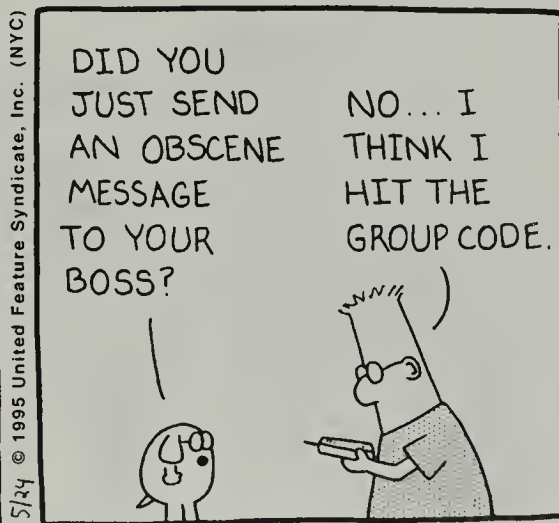
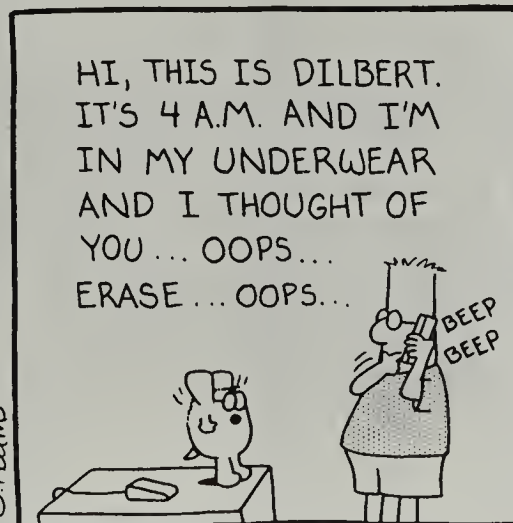
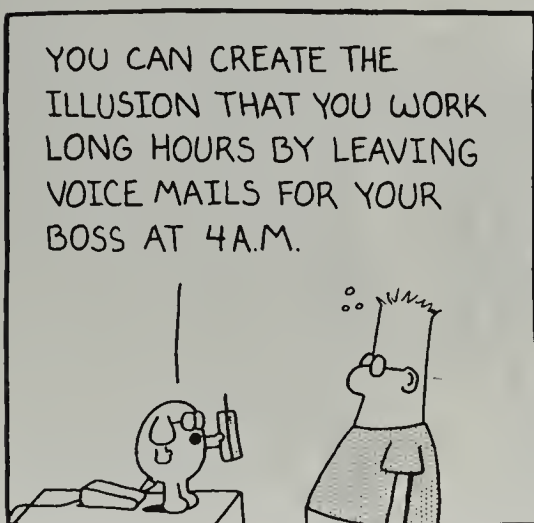
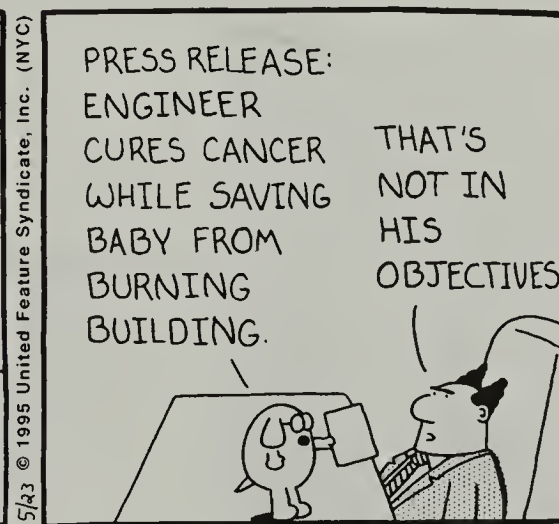
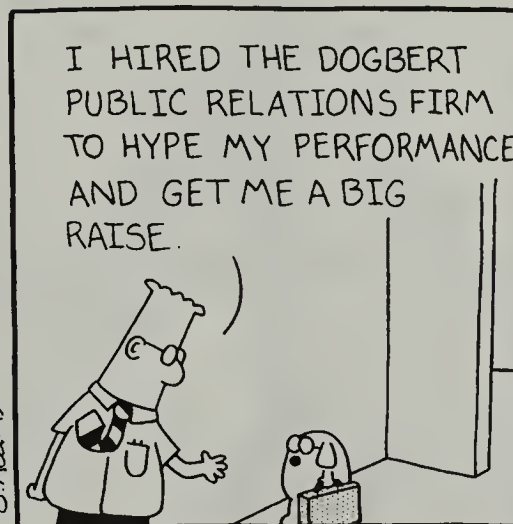
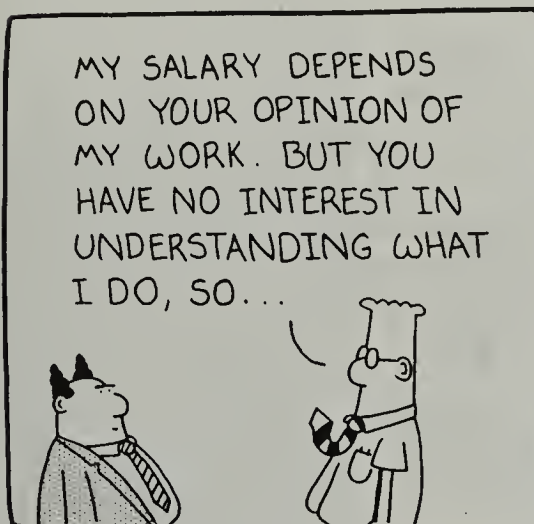
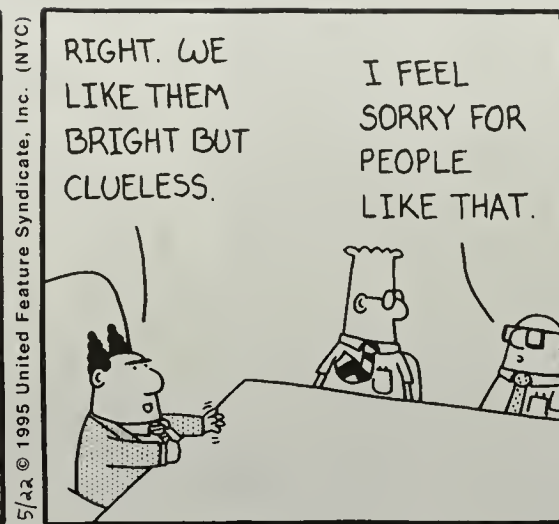
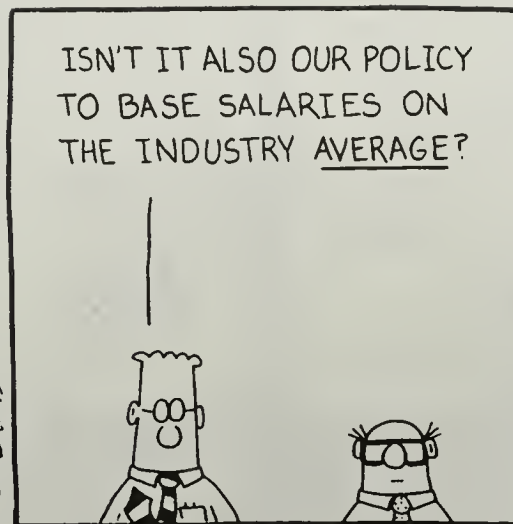


DID HE  
WORK ALONE  
OR WERE  
UFOs  
INVOLVED?





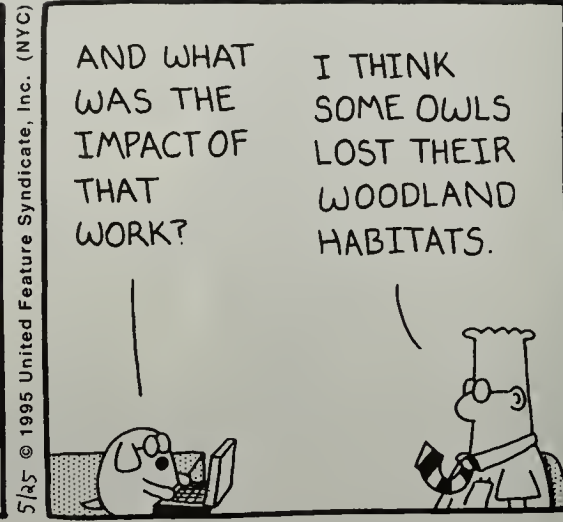
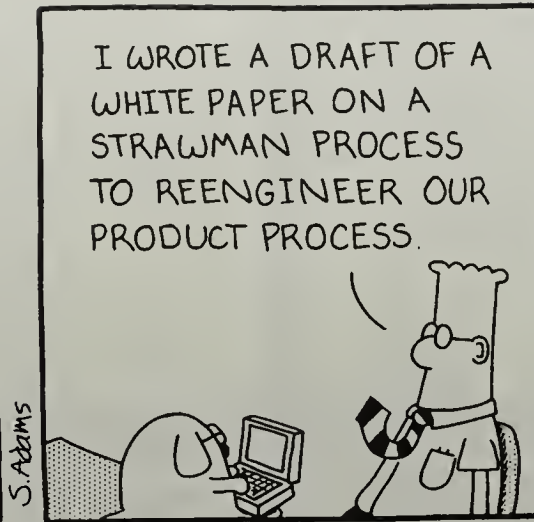
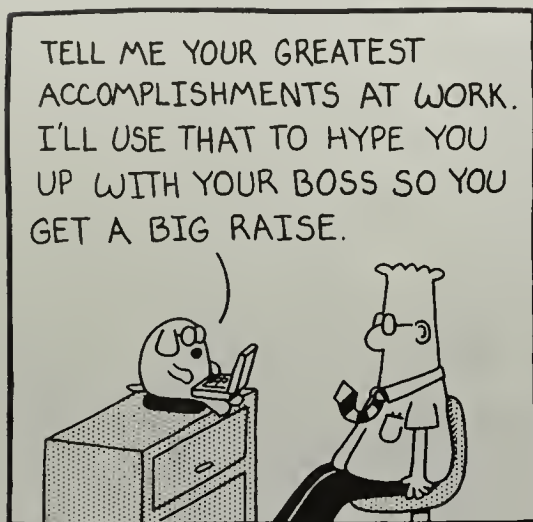




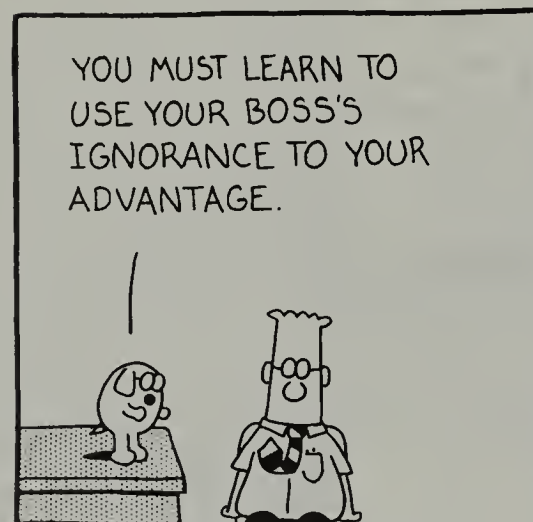
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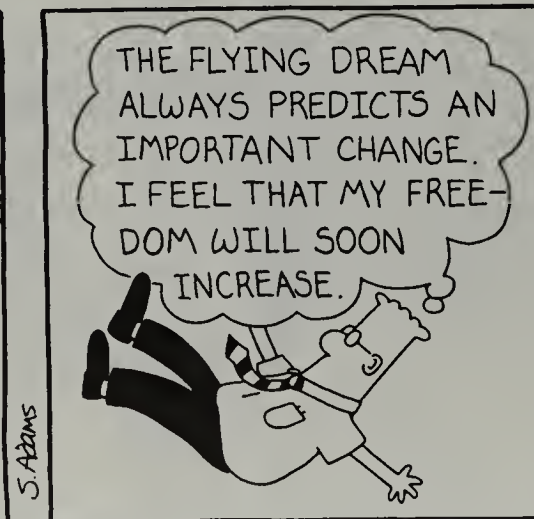
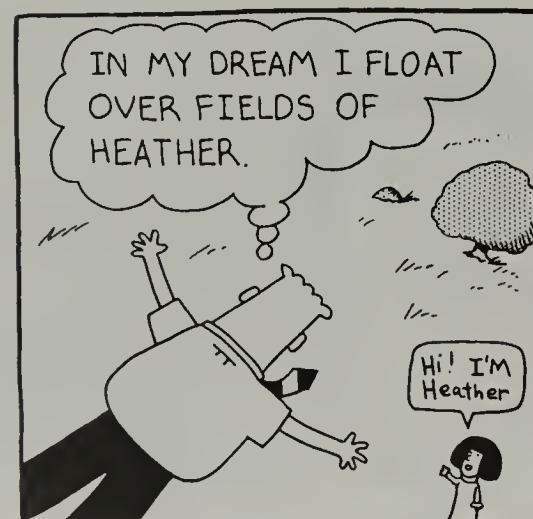
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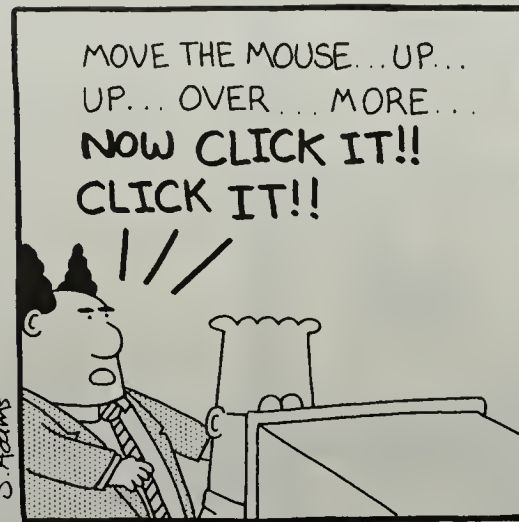


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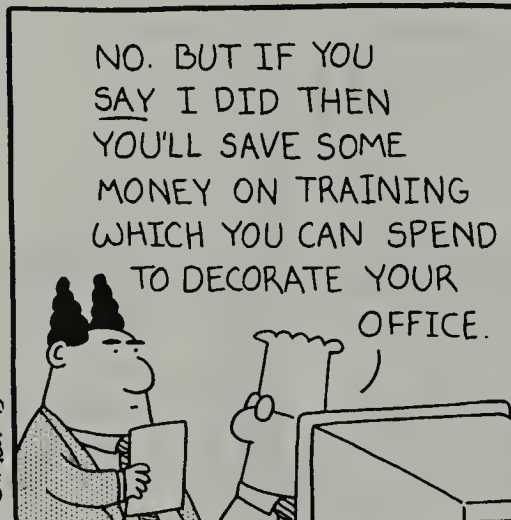




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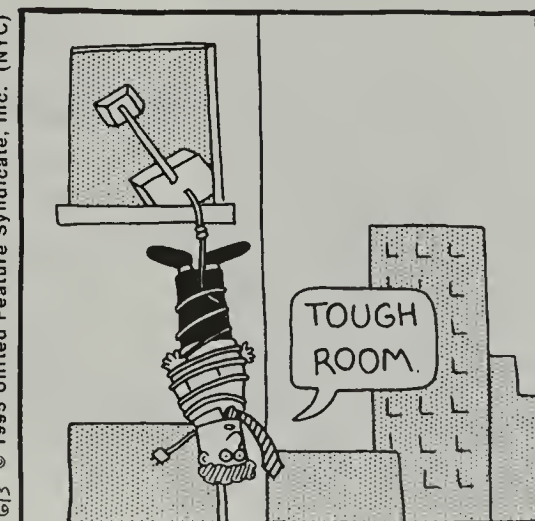
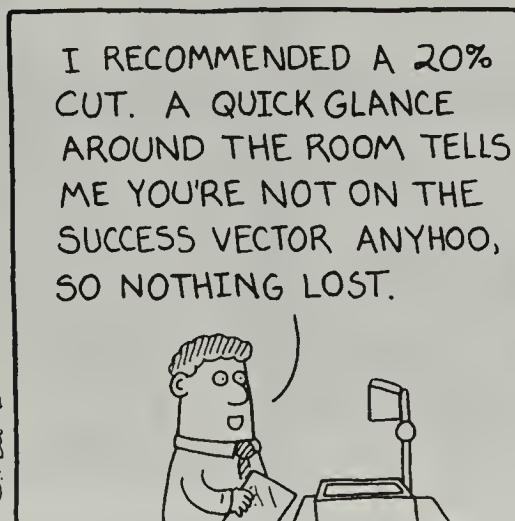
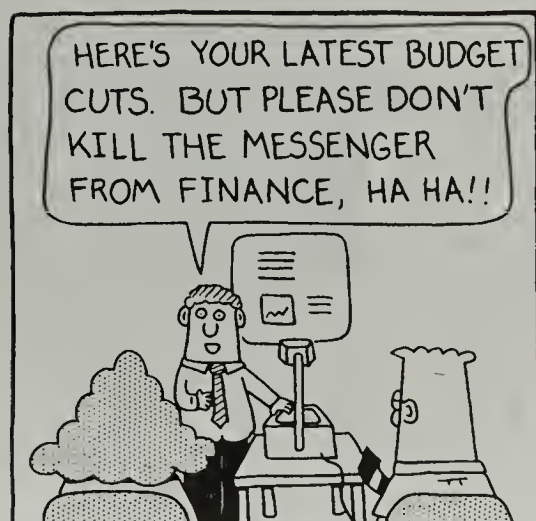
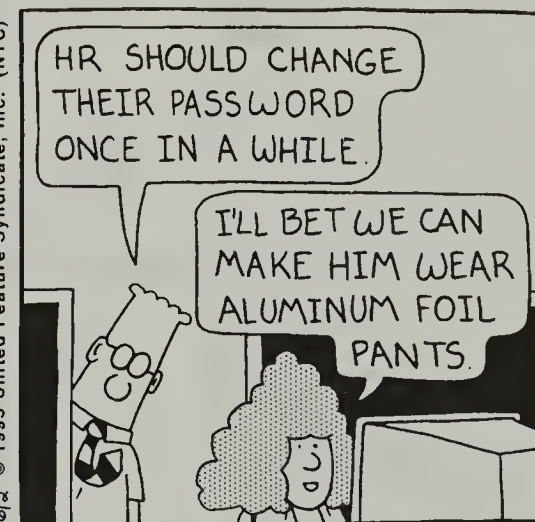
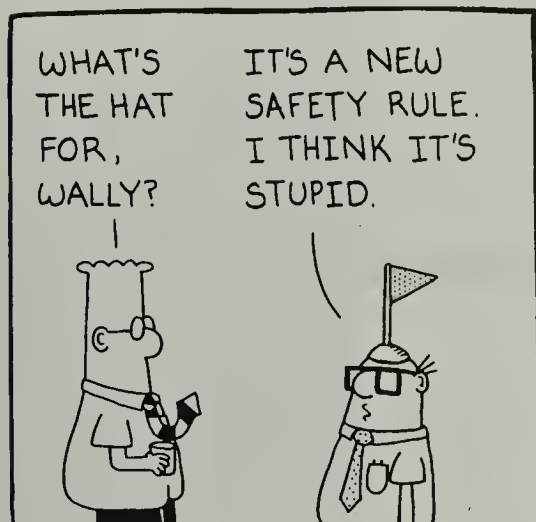
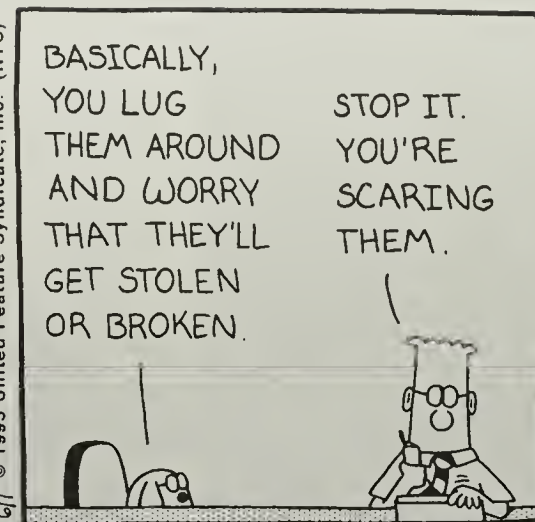
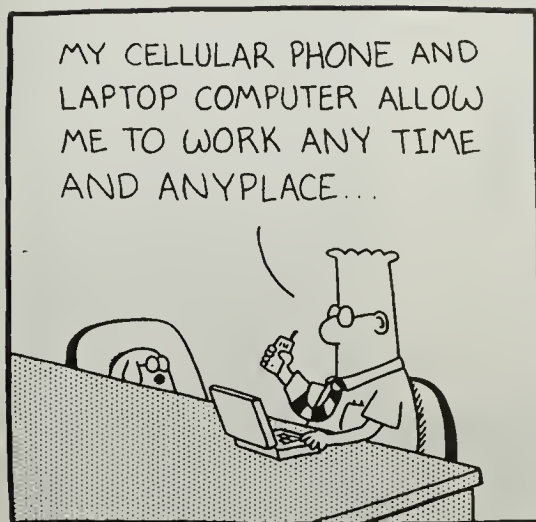


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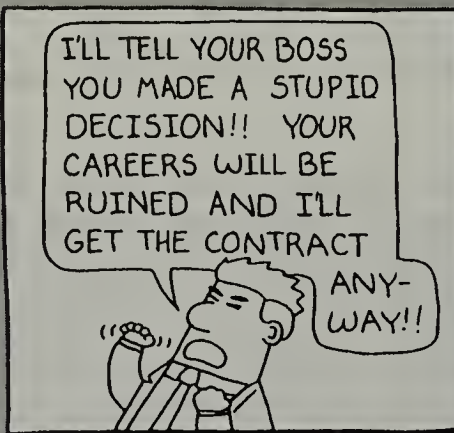
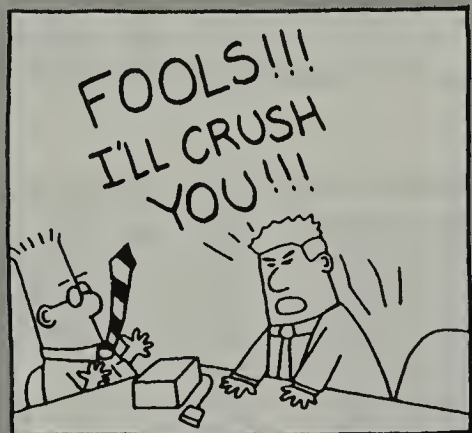


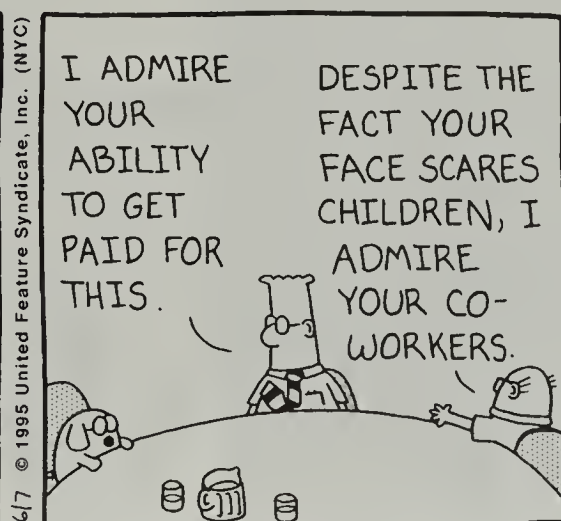
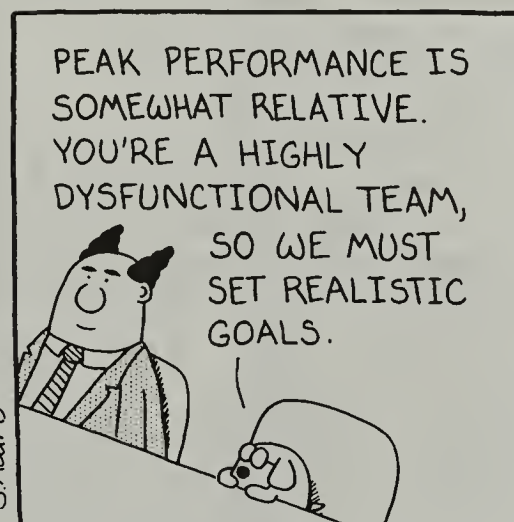
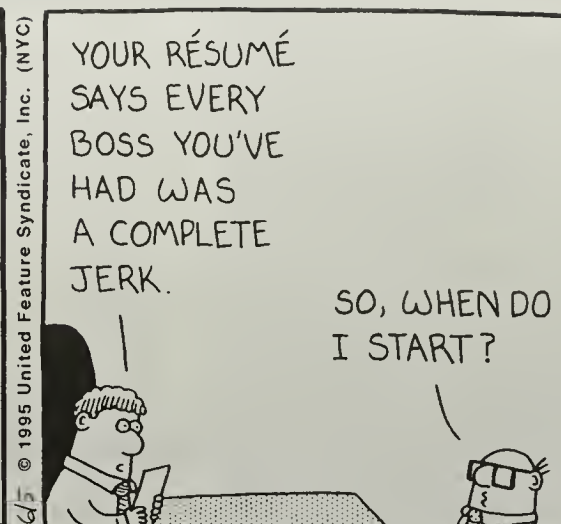
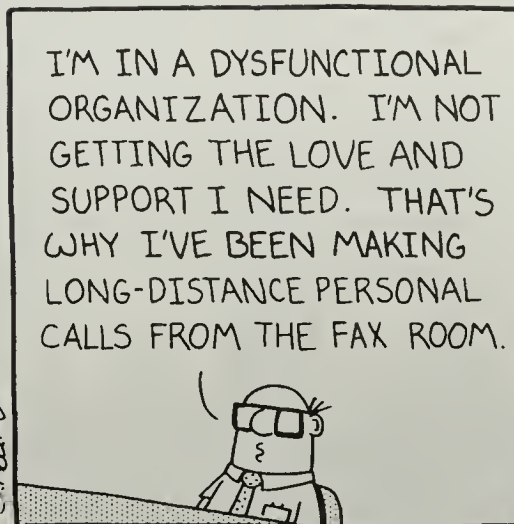
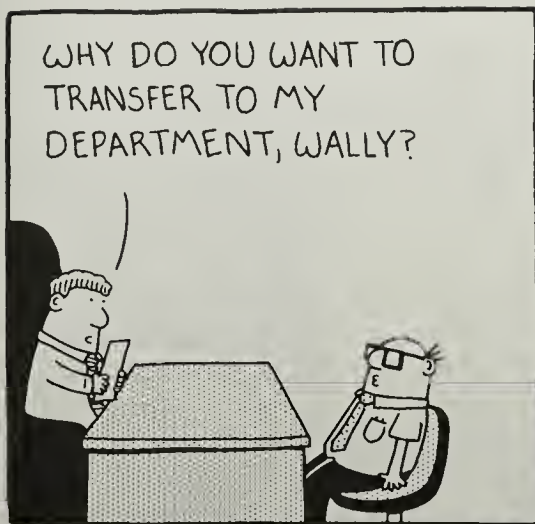
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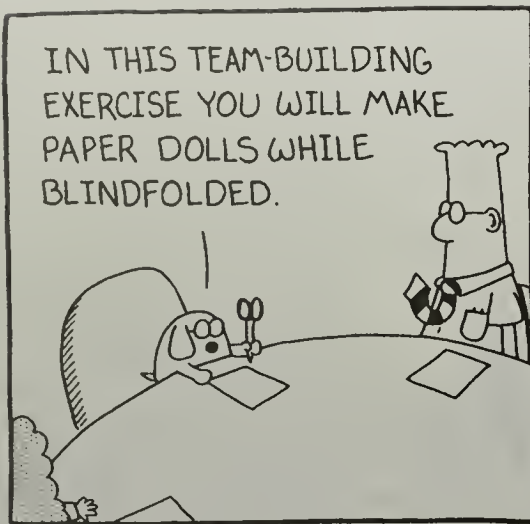




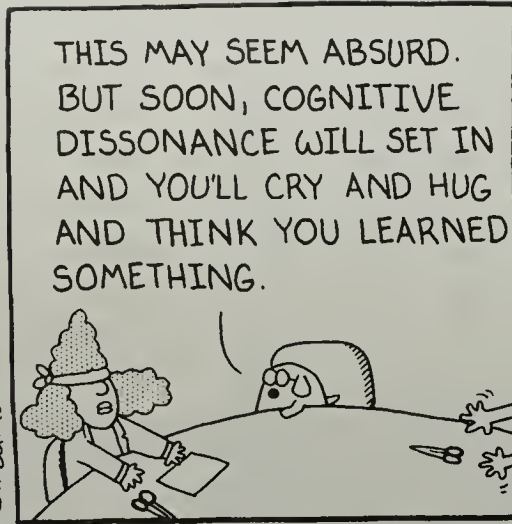




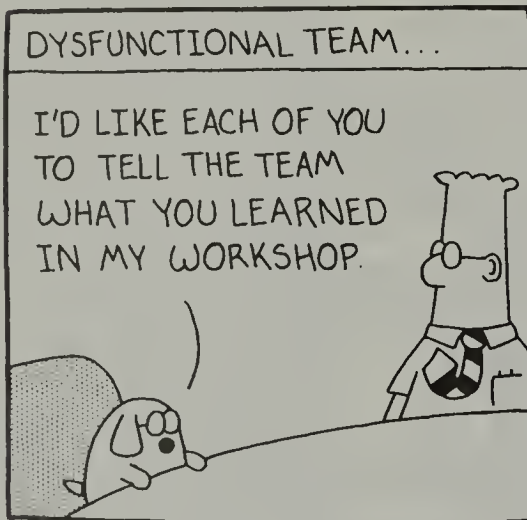




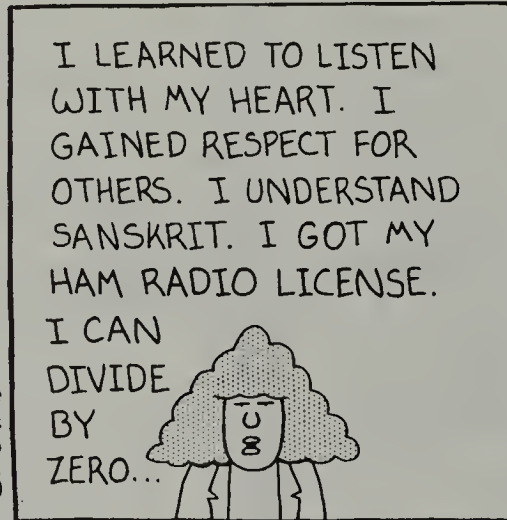
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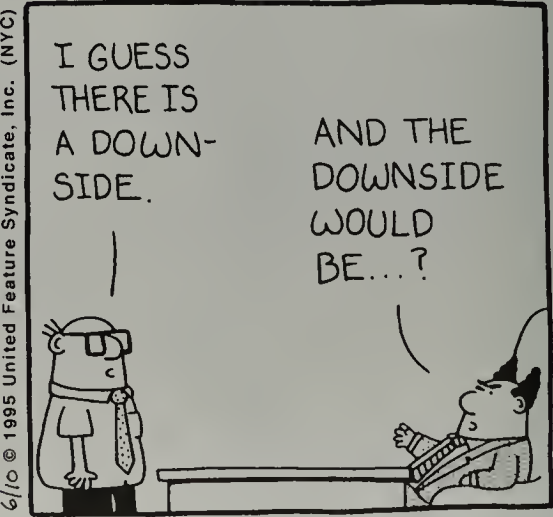
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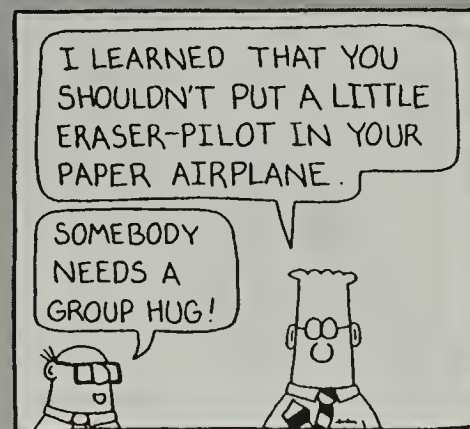
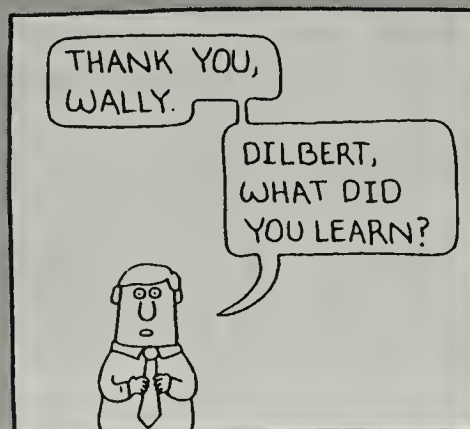
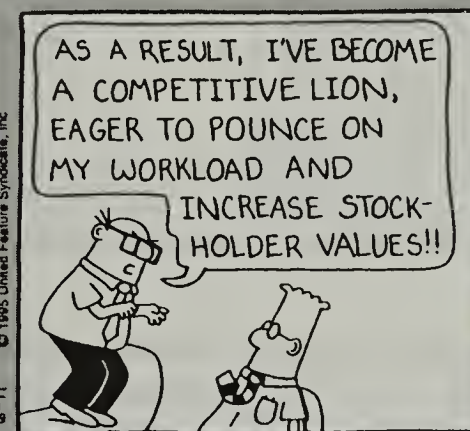
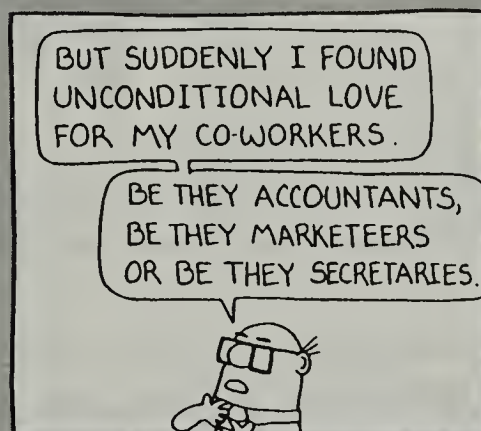
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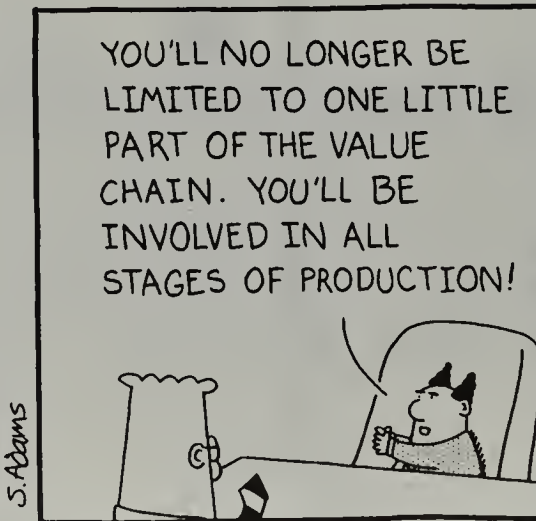
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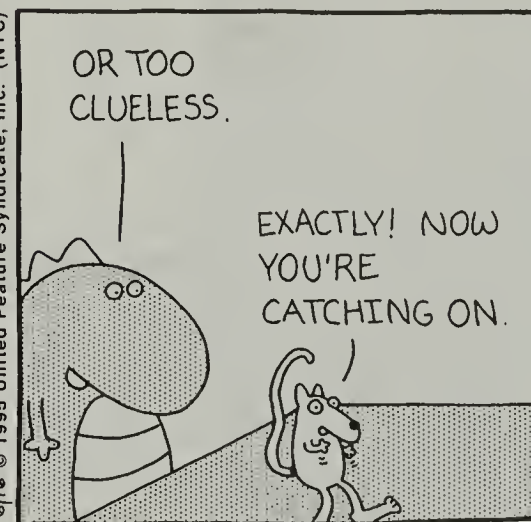
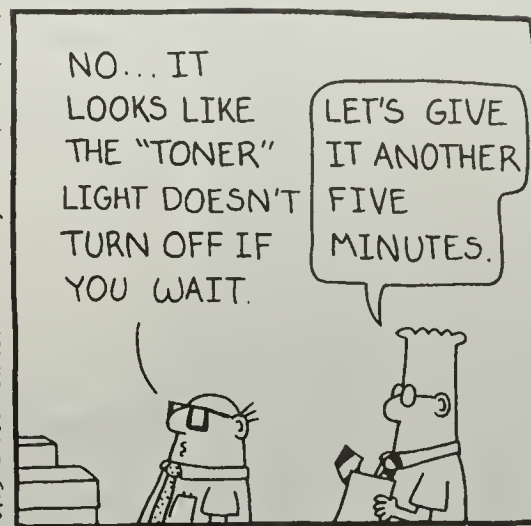
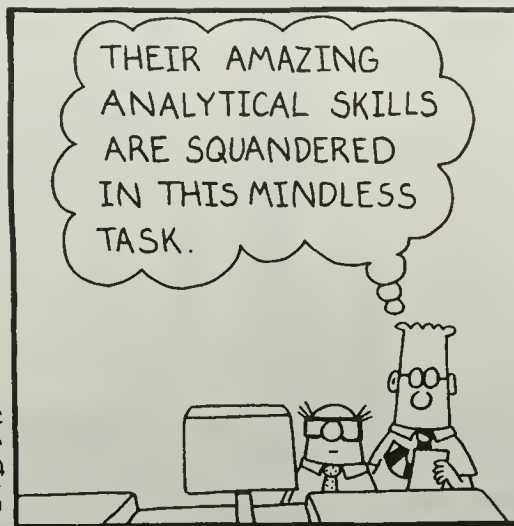
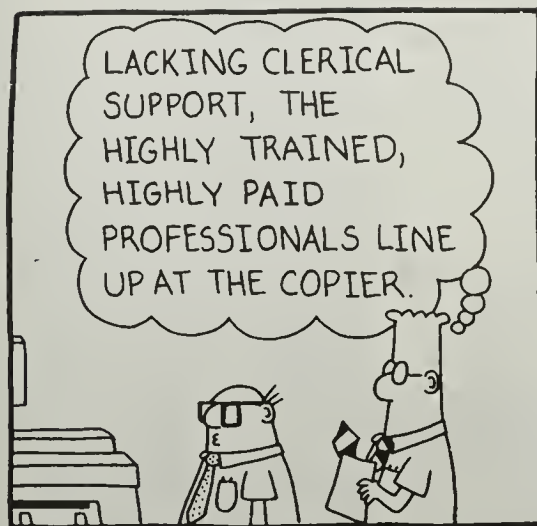
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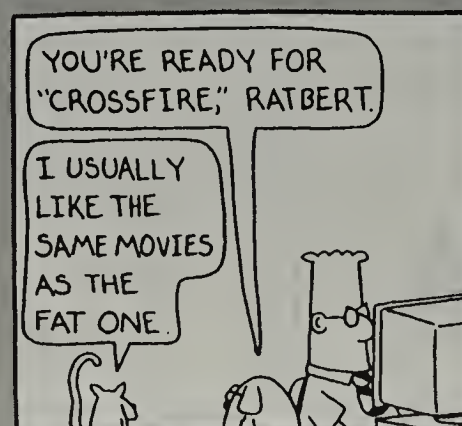
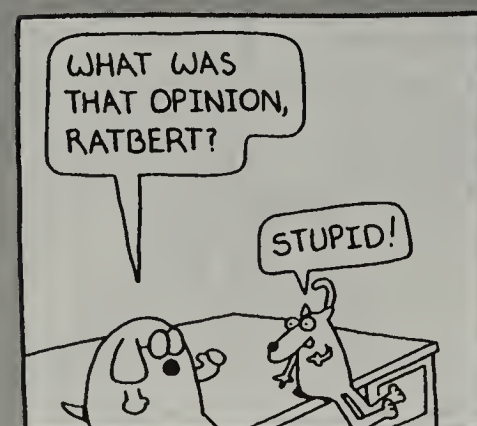
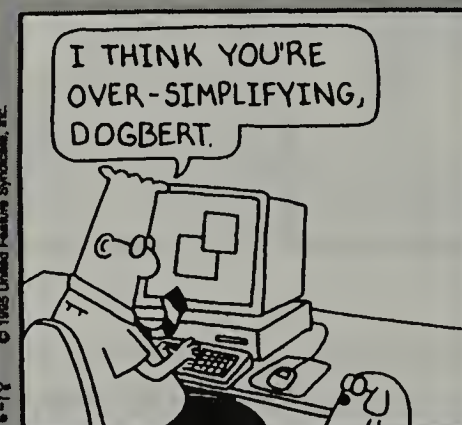
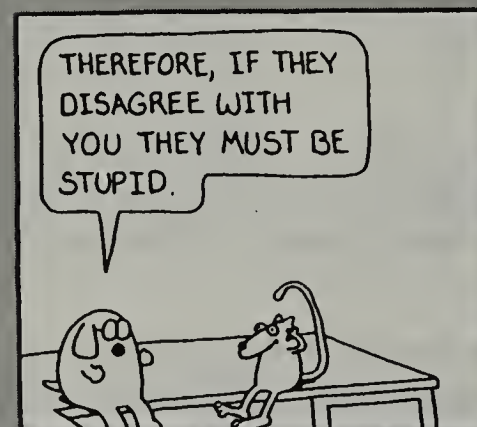
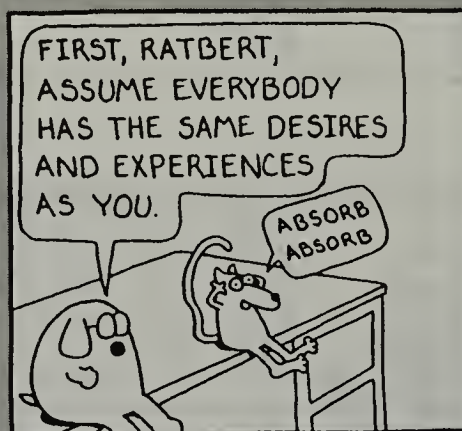
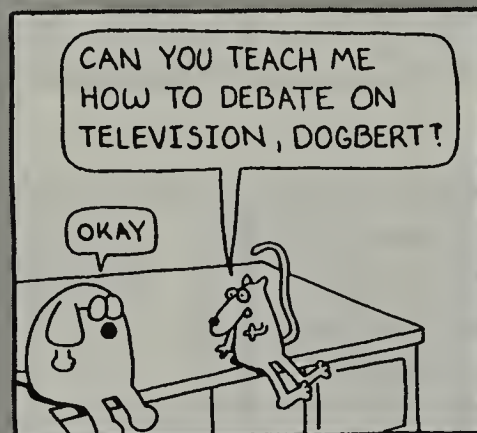
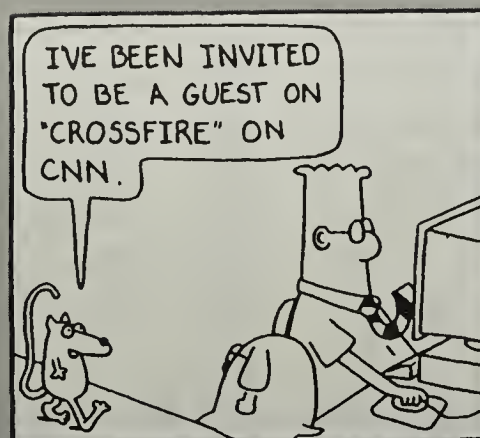
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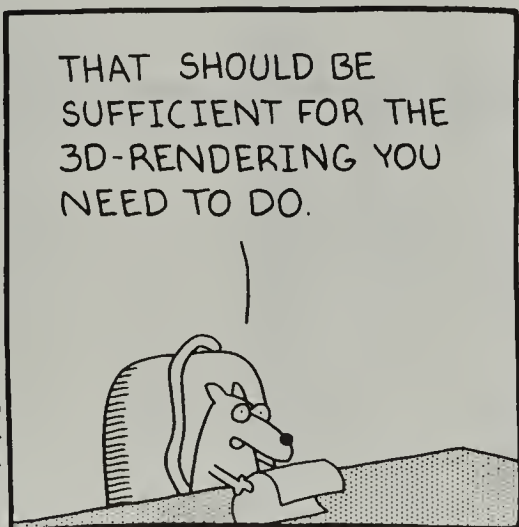
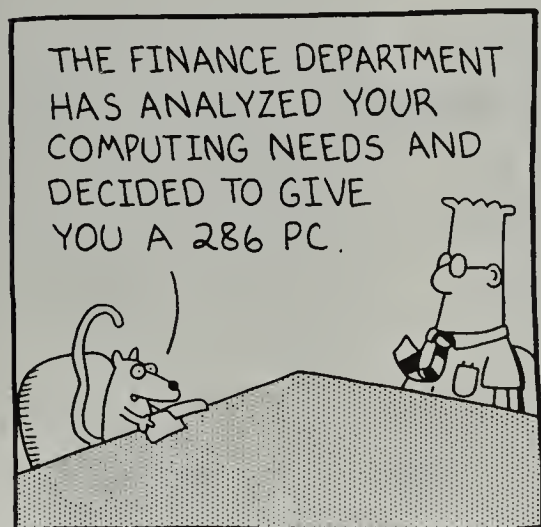
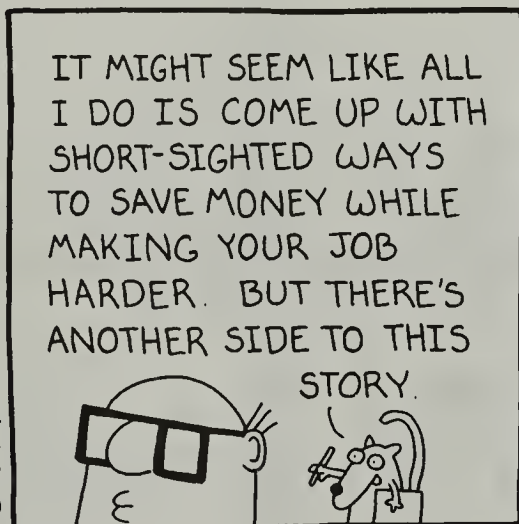
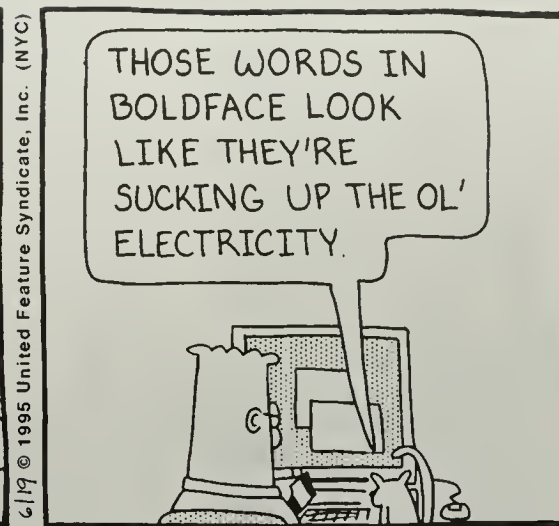
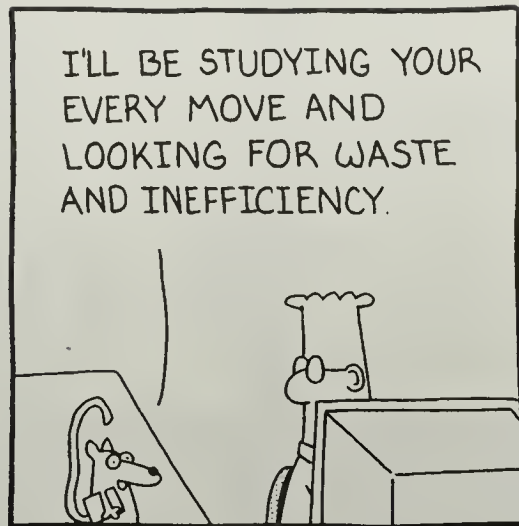






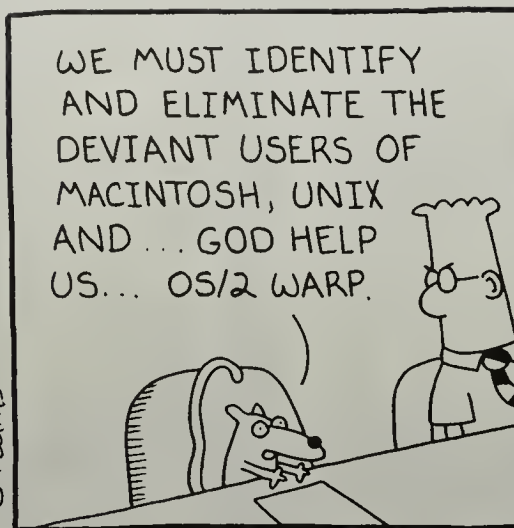




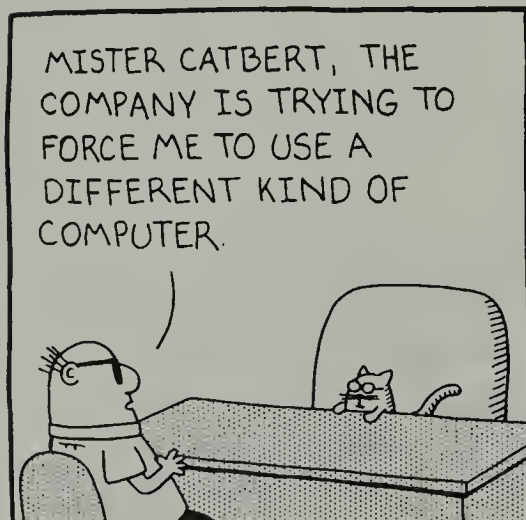
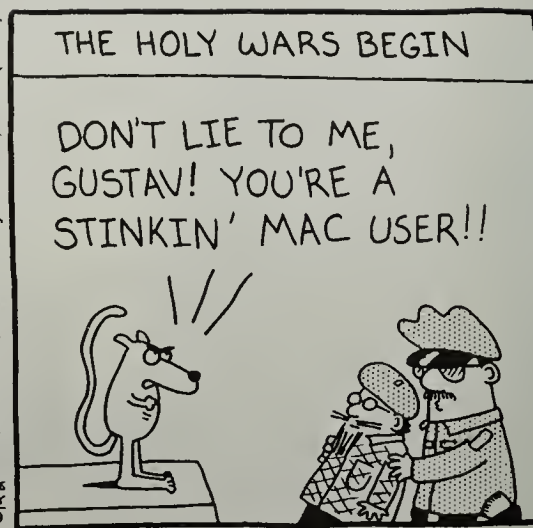




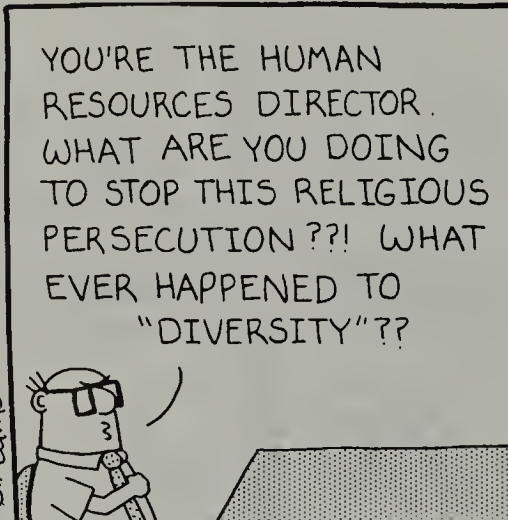
S. Adams



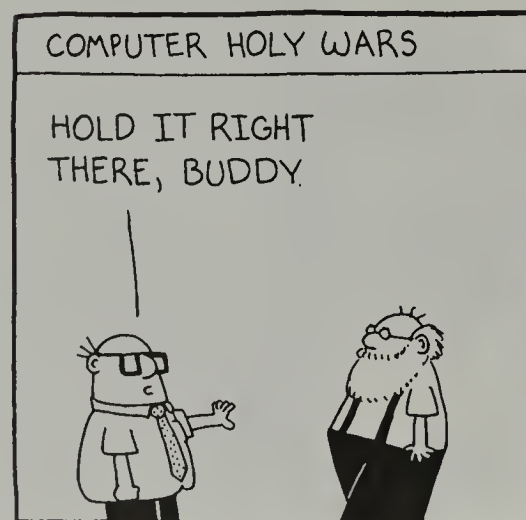
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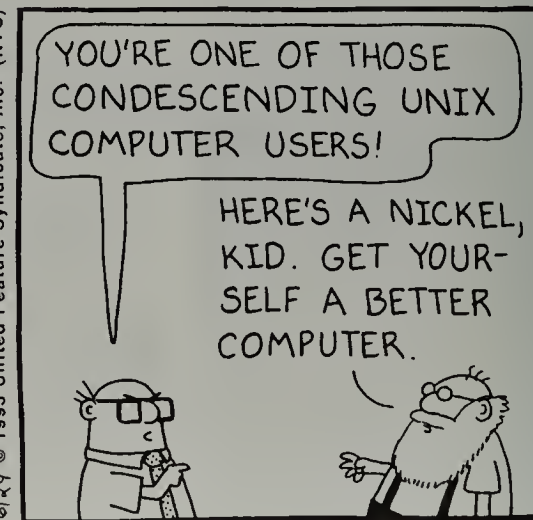
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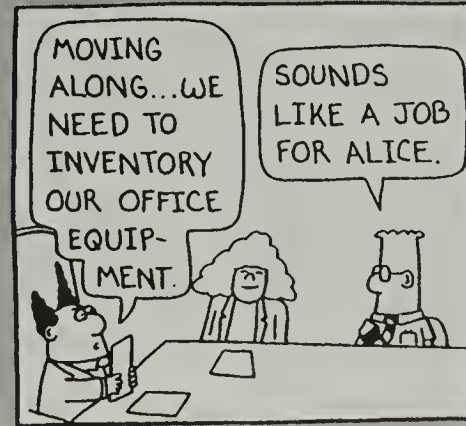
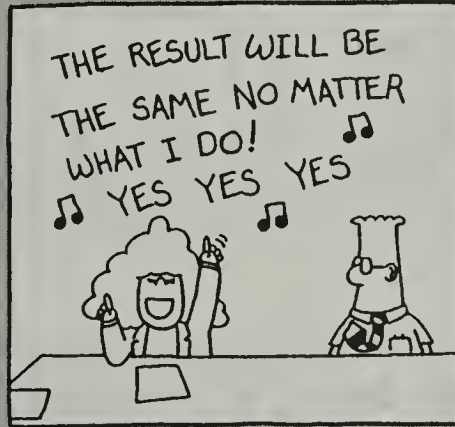


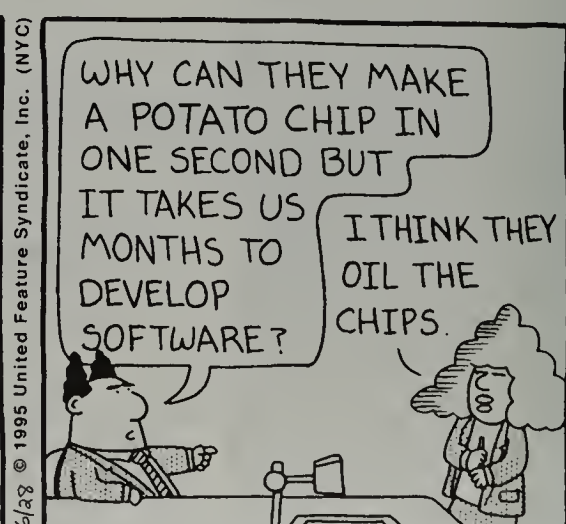
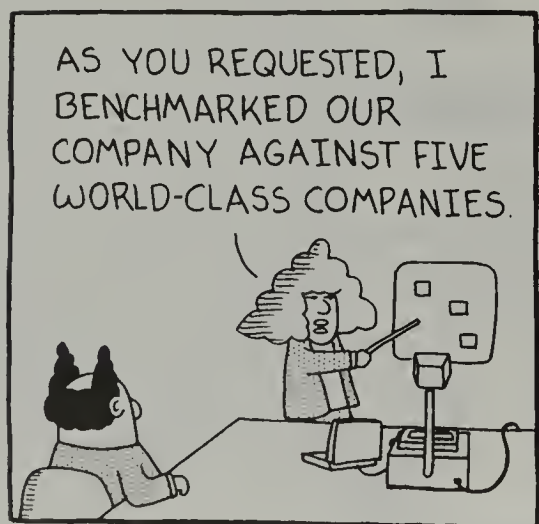
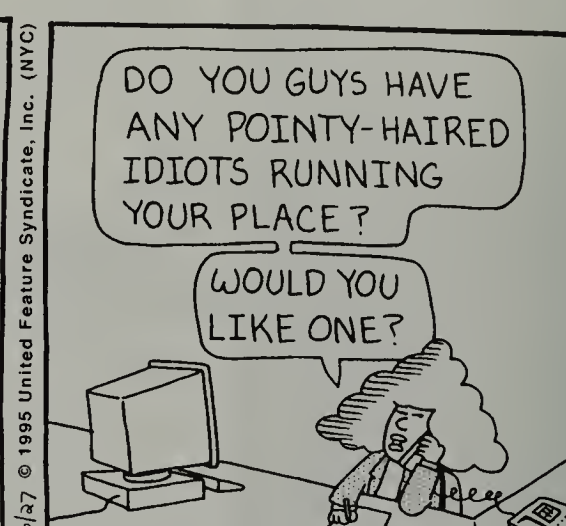
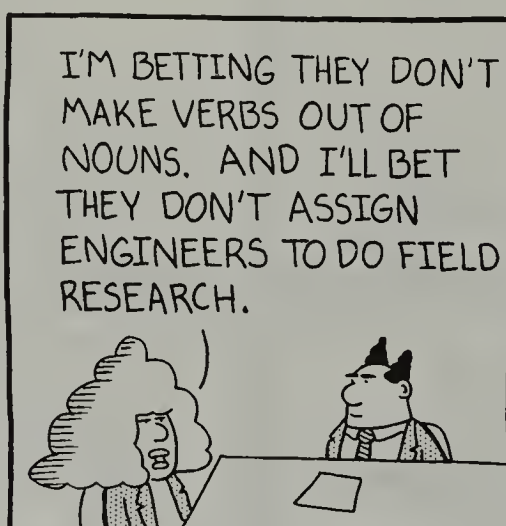
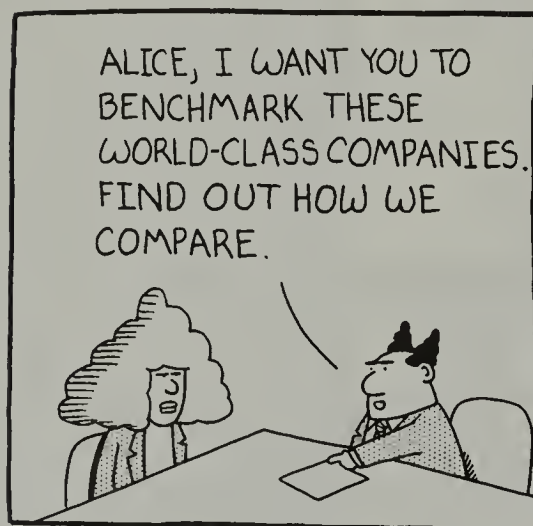
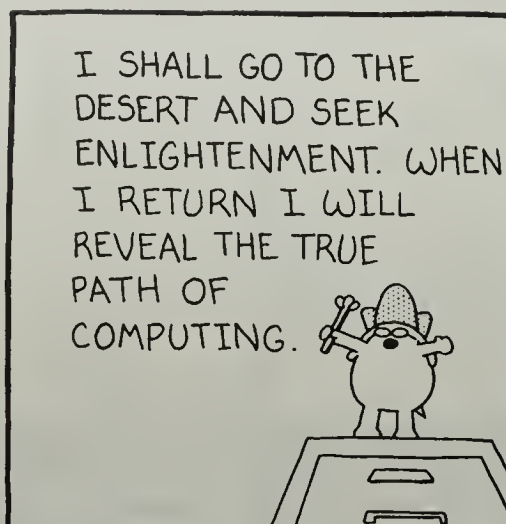
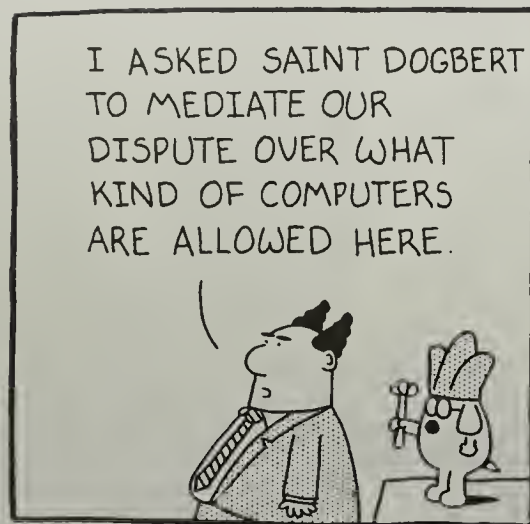


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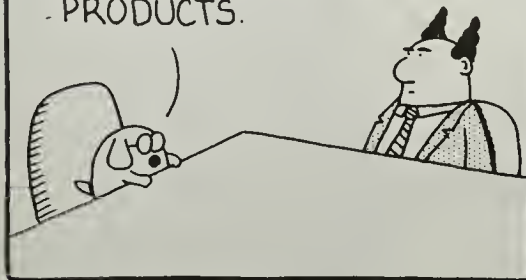
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DOGBERT THE CONSULTANT

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



S. ADAMS

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



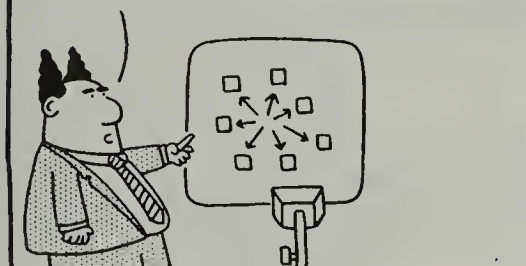
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WHY WOULD YOU RECOMMEND THAT?

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



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



S. ADAMS

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



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A LITTLE COMPETITION IS HEALTHY.

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



DOGBERT THE CONSULTANT

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



S. ADAMS

NOW WE SPEND ALL OF OUR TIME FIGHTING WITH EACH OTHER ABOUT WHO DOES WHAT.



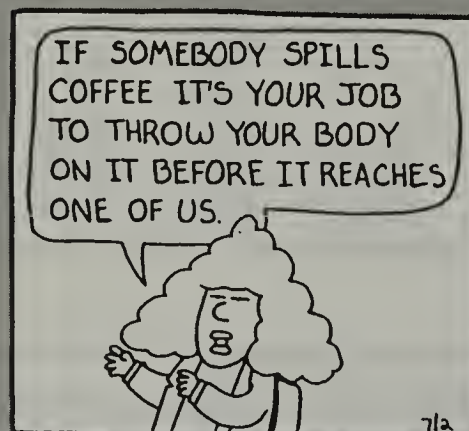
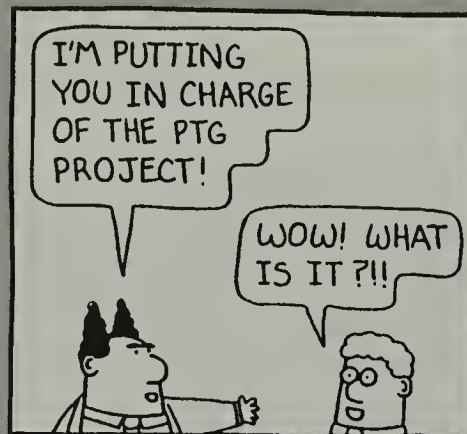
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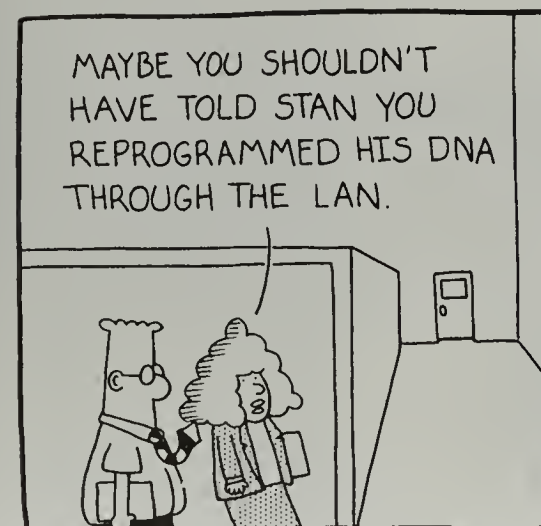
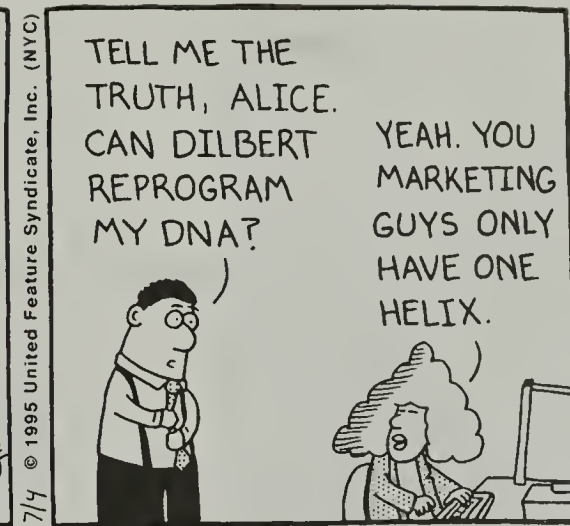
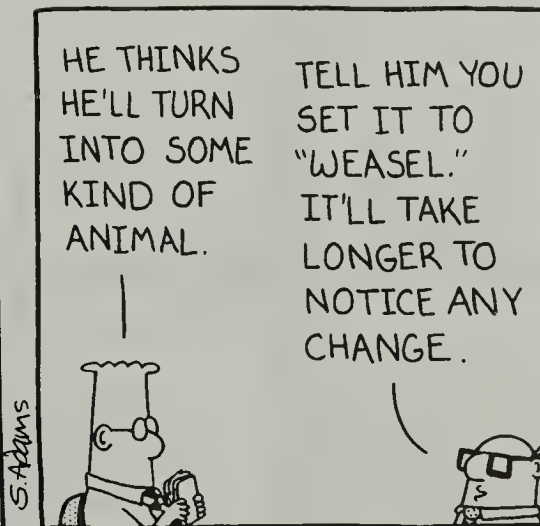
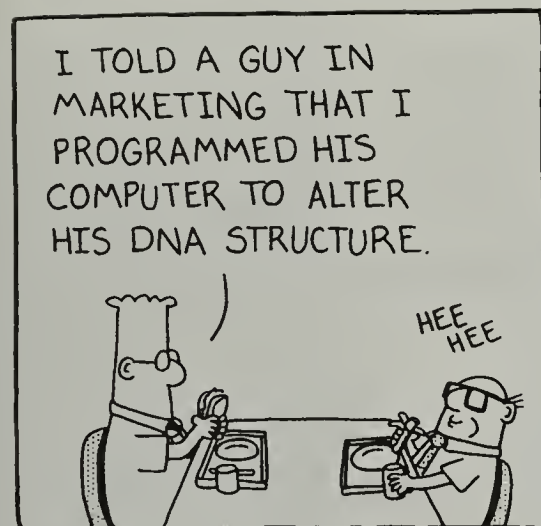
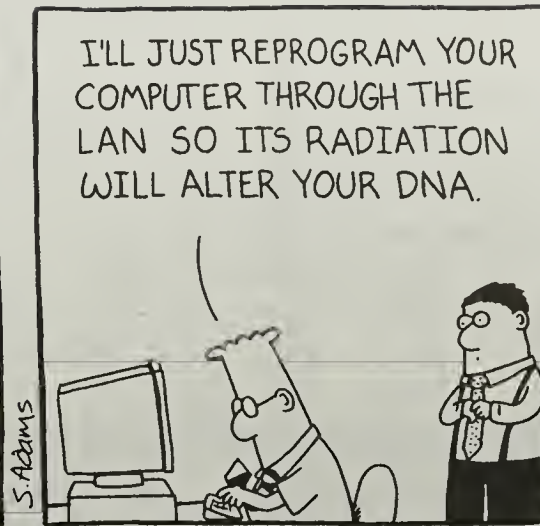
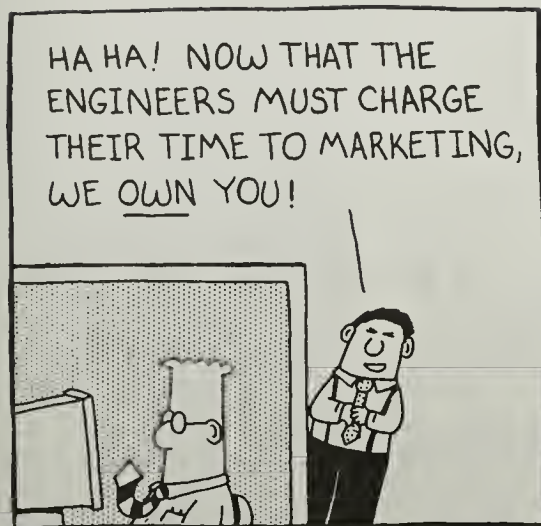
WHAT EXACTLY DID YOU MEAN WHEN YOU SAID IT WOULD "GUARANTEE FUTURE BUSINESS"?

OH LOOK - MY CONTRACT JUST EXPIRED.



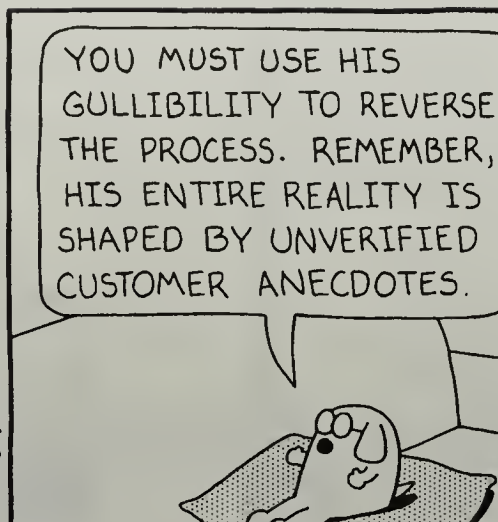




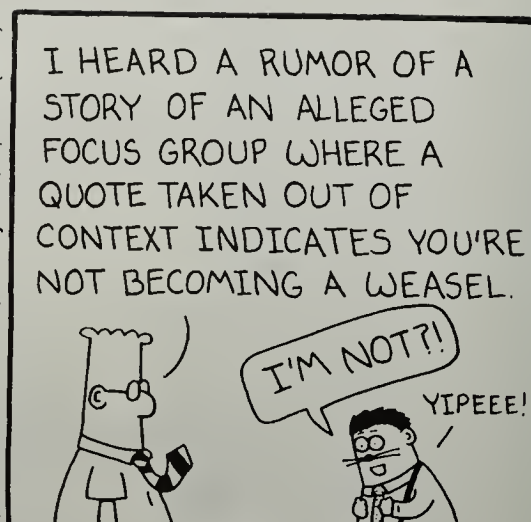




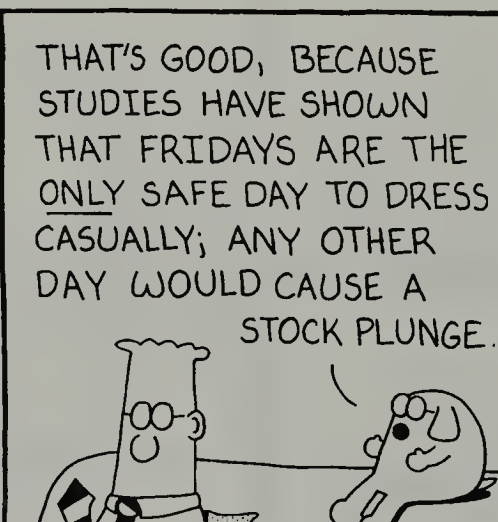
S. Adams



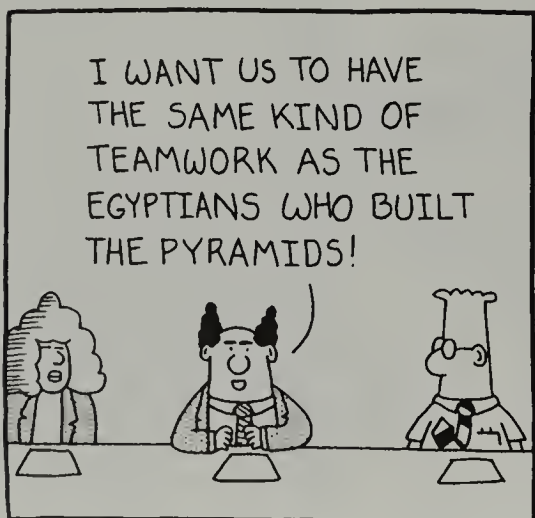
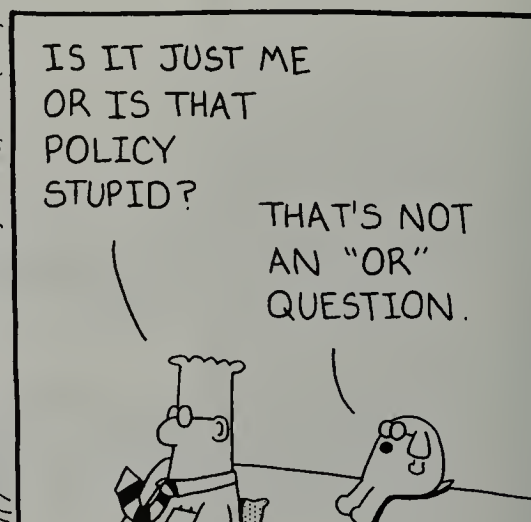
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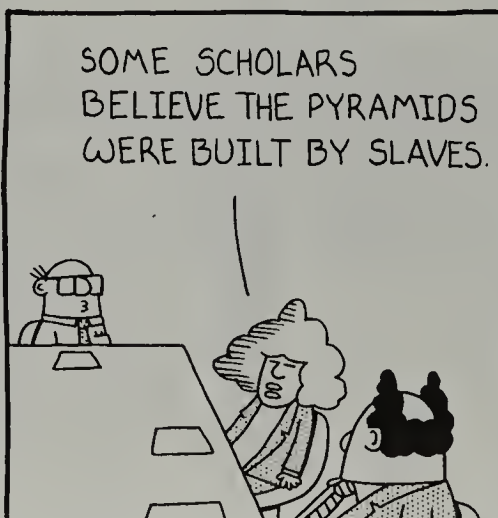
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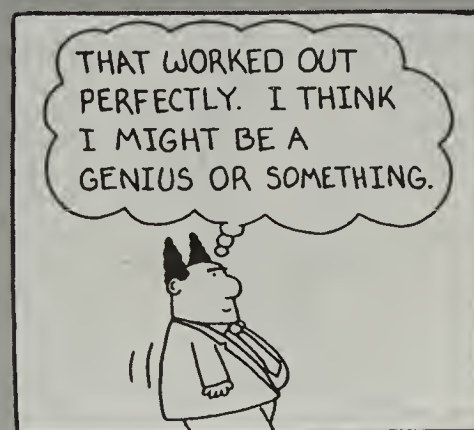
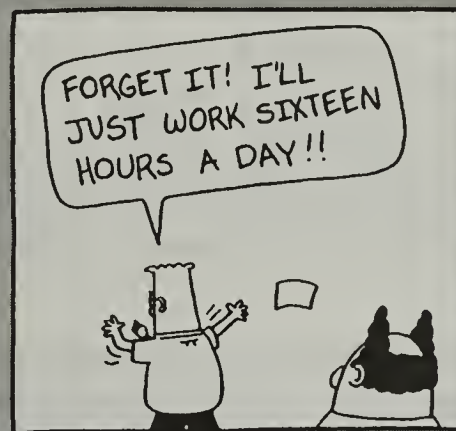
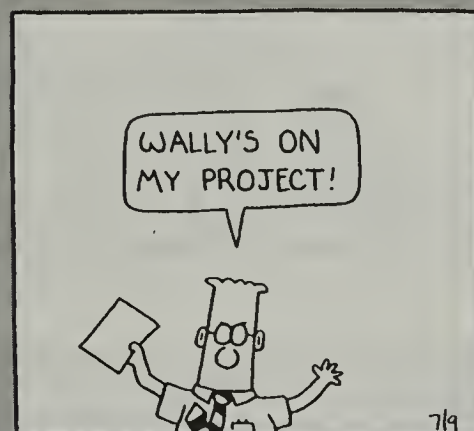
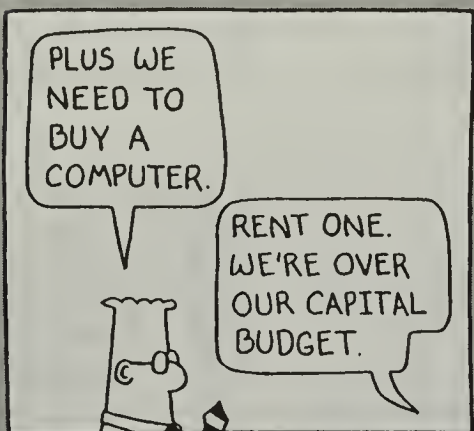
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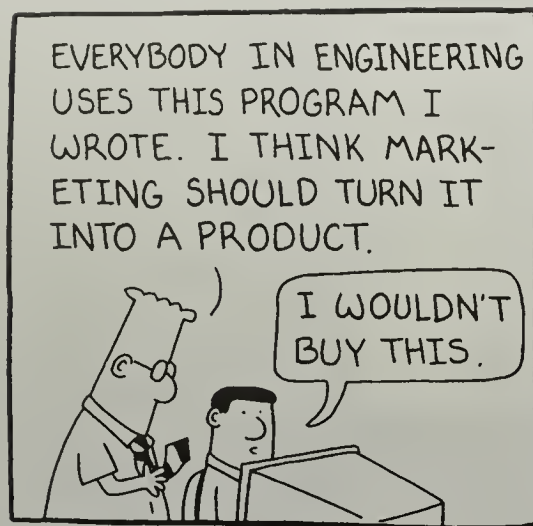




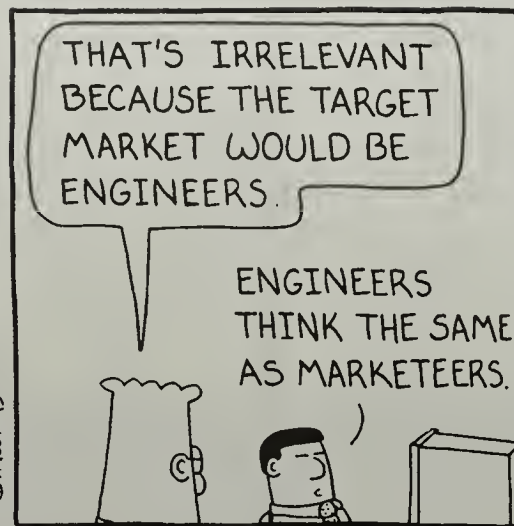
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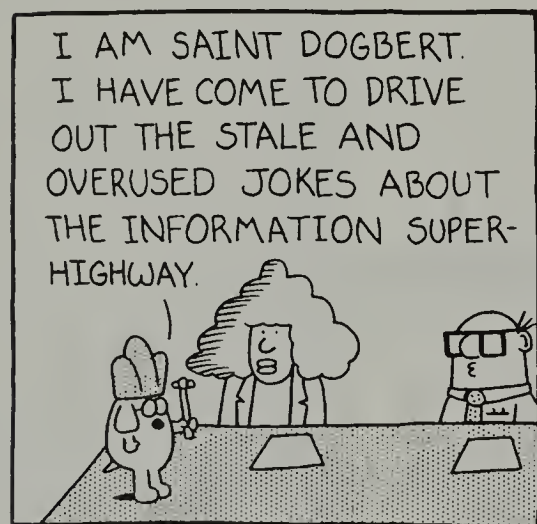
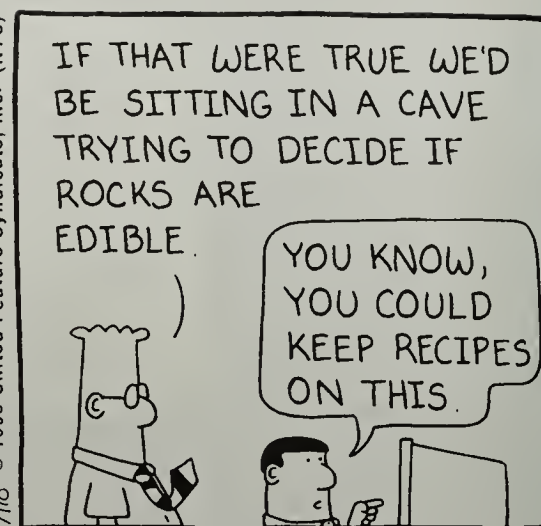
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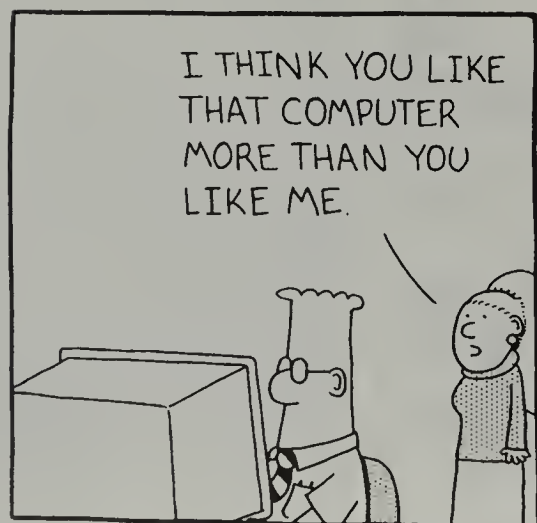
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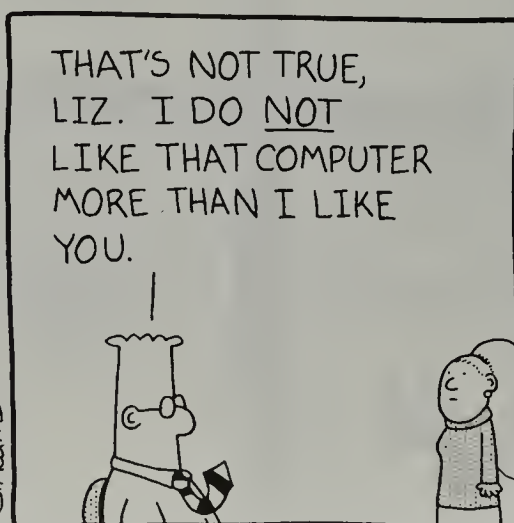
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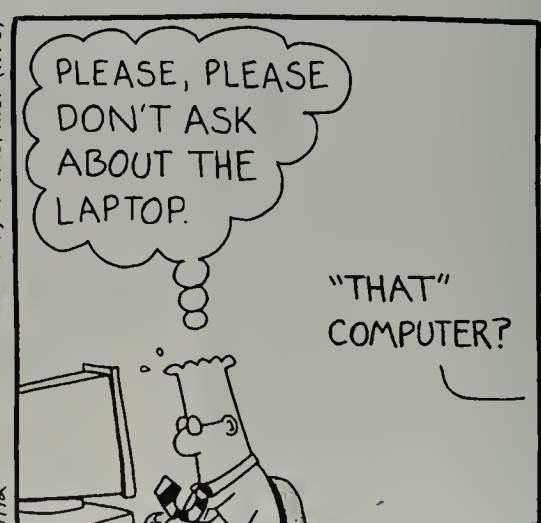
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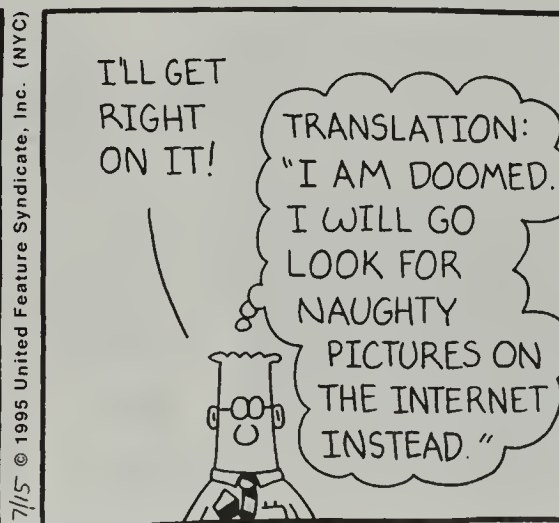
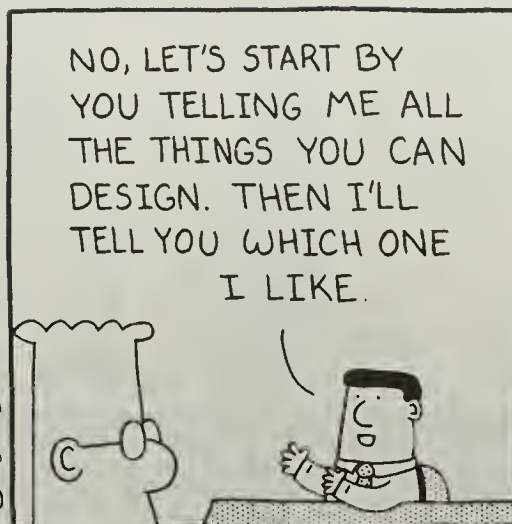


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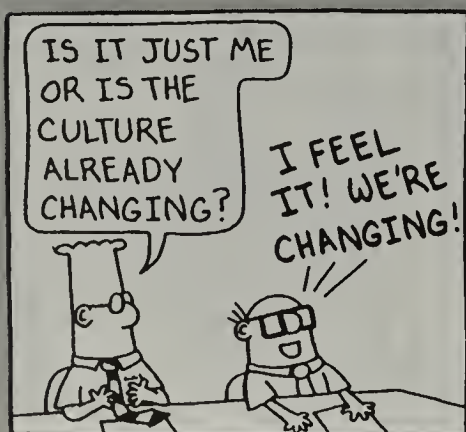
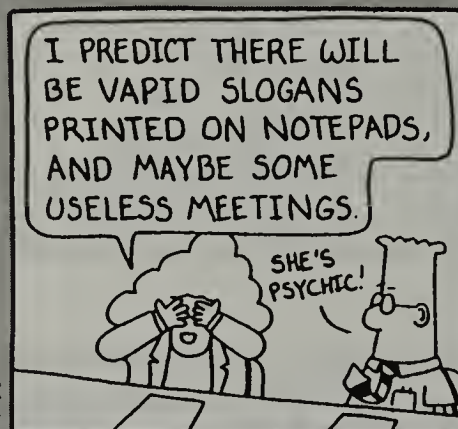
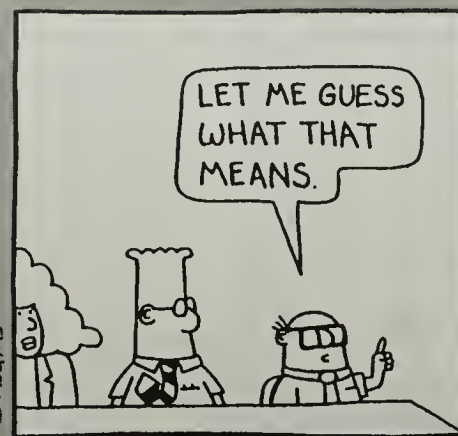


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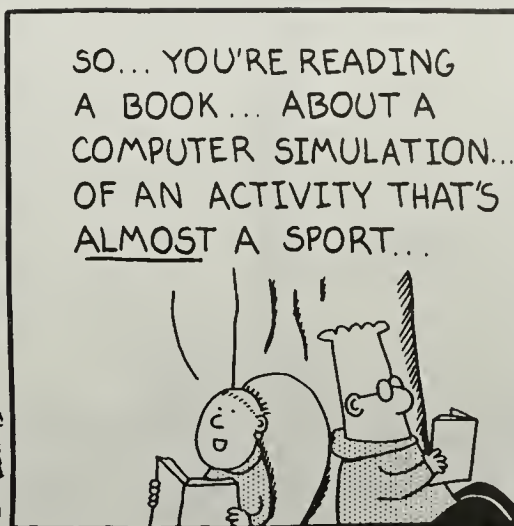
S. Adams

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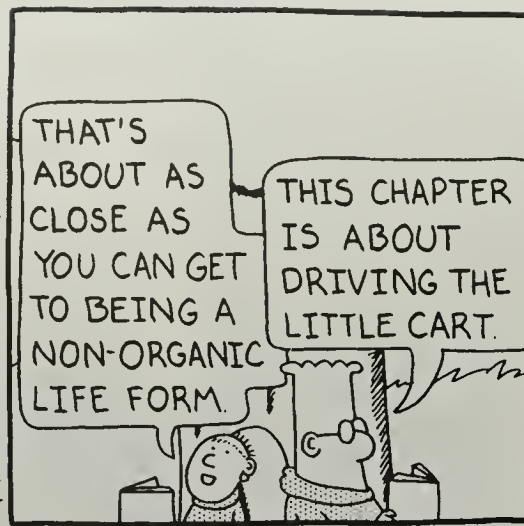
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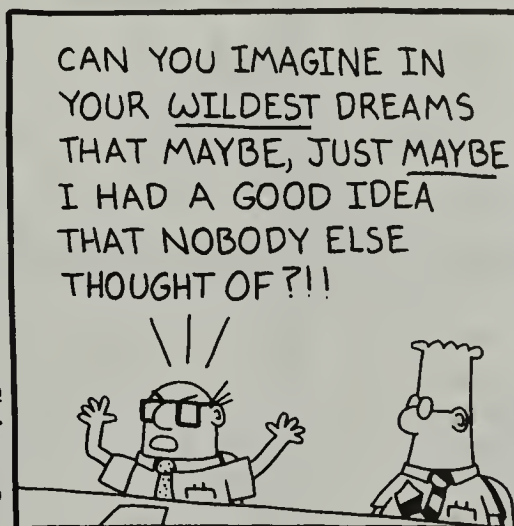
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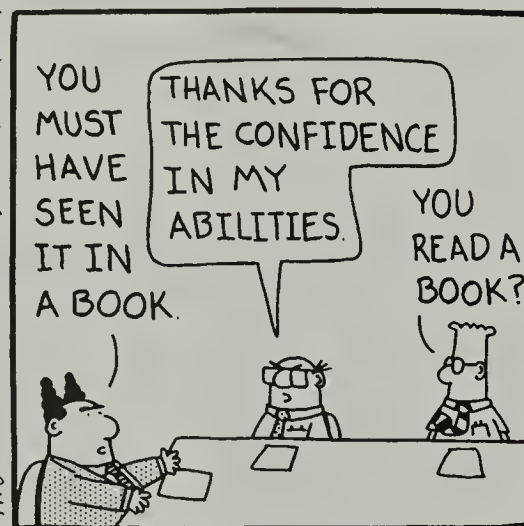
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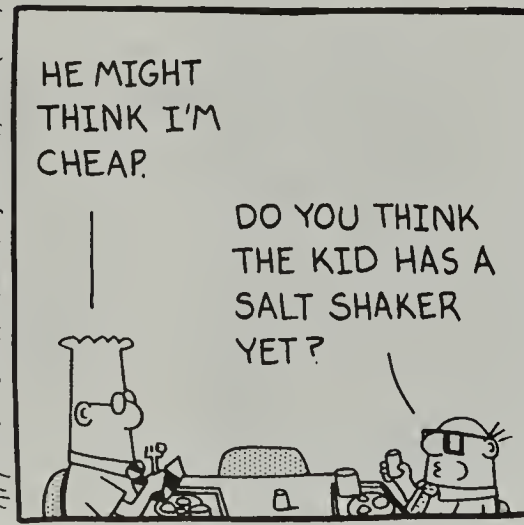
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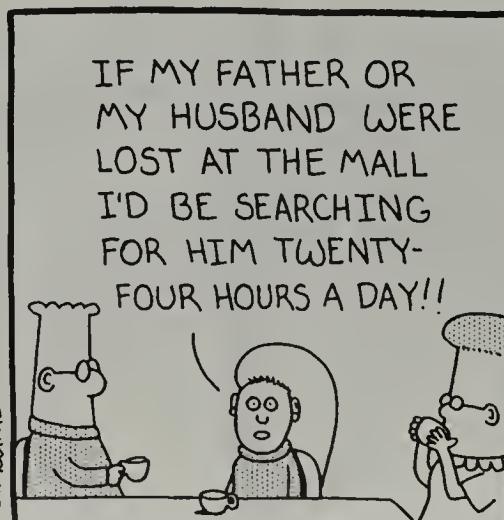
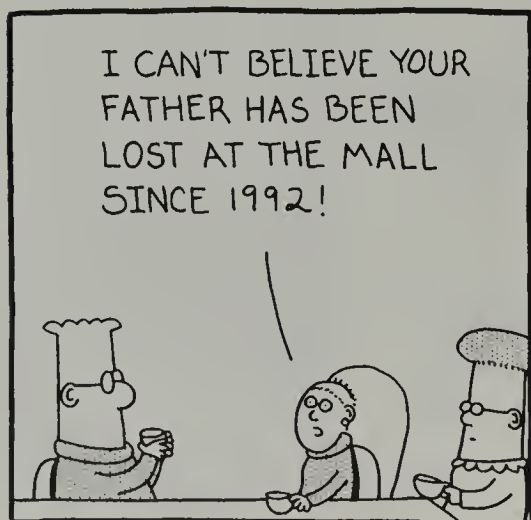
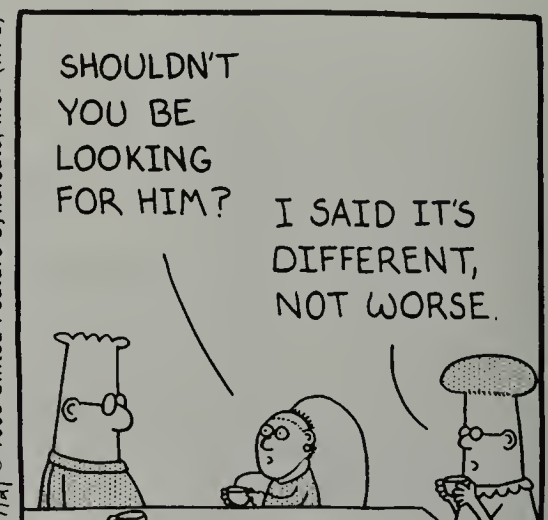
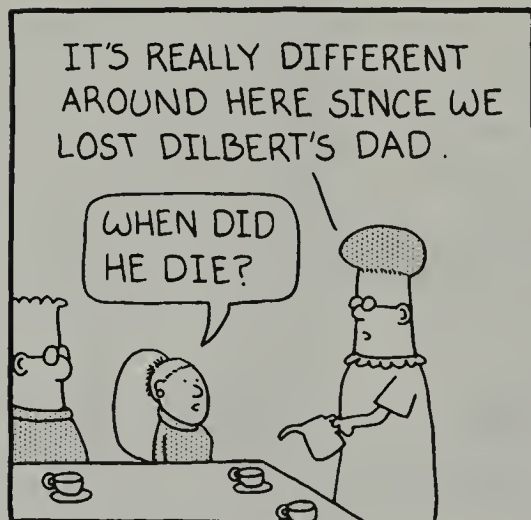
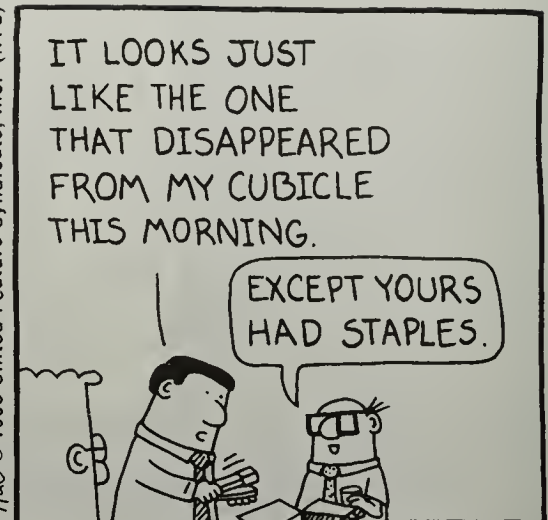
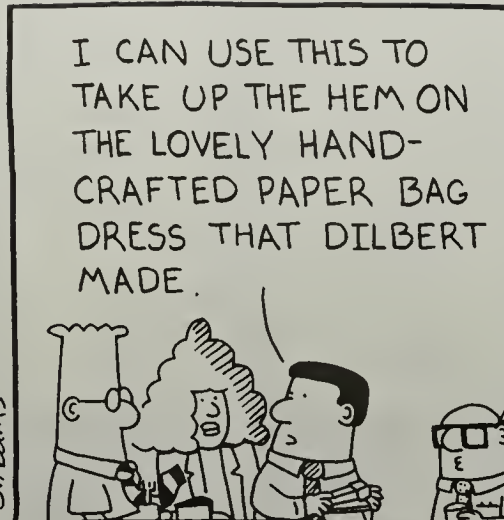


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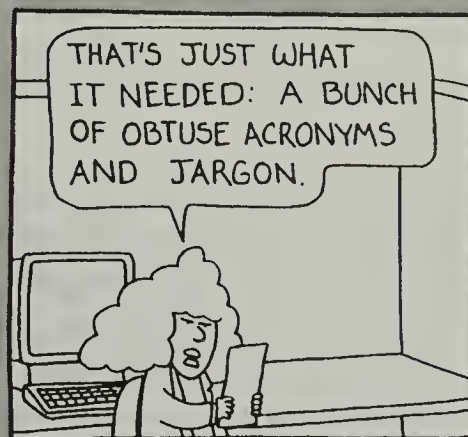




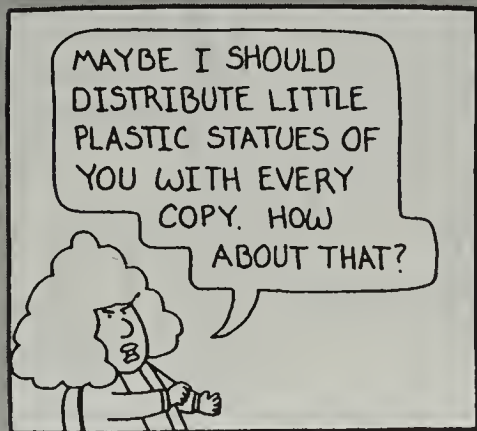
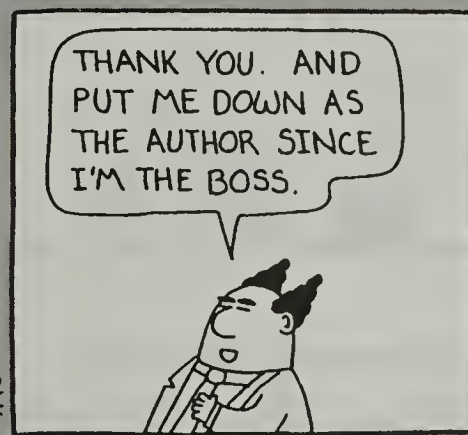




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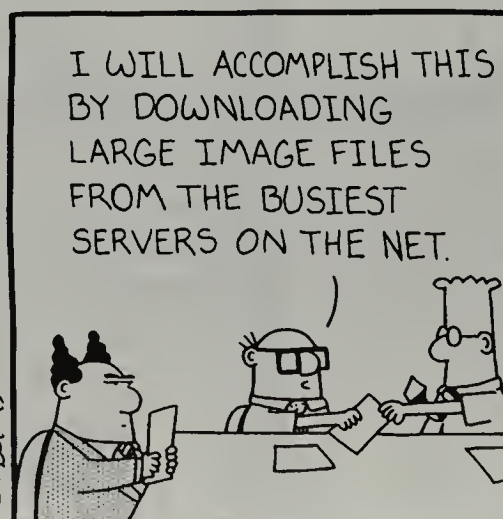
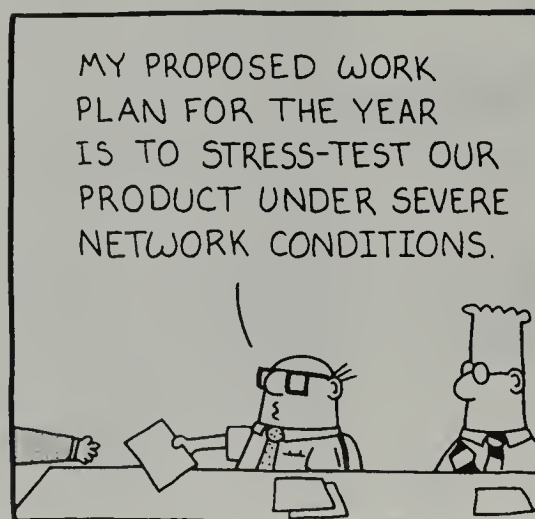
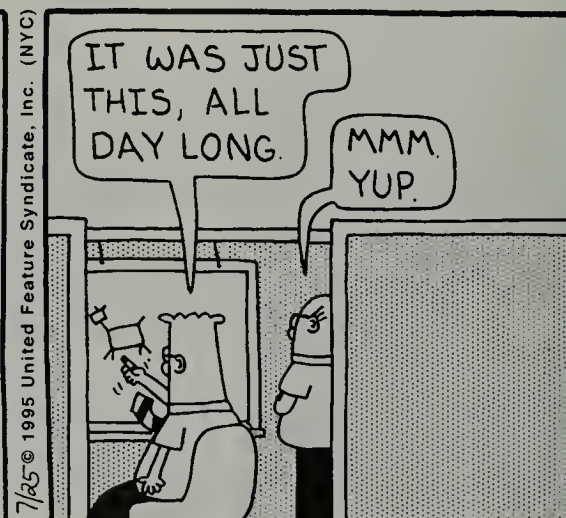
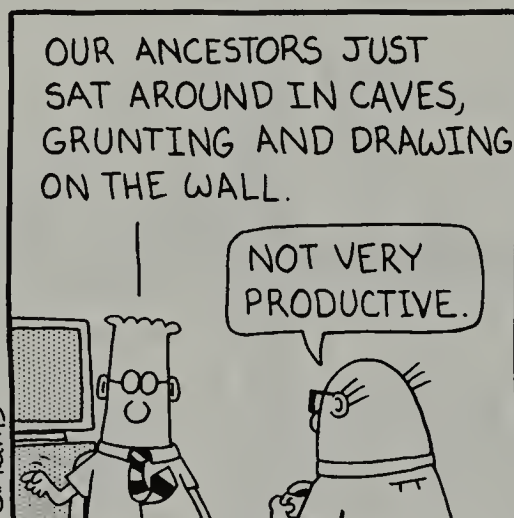
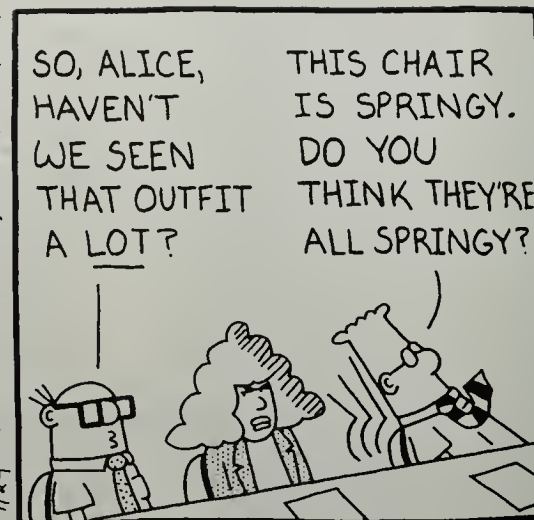


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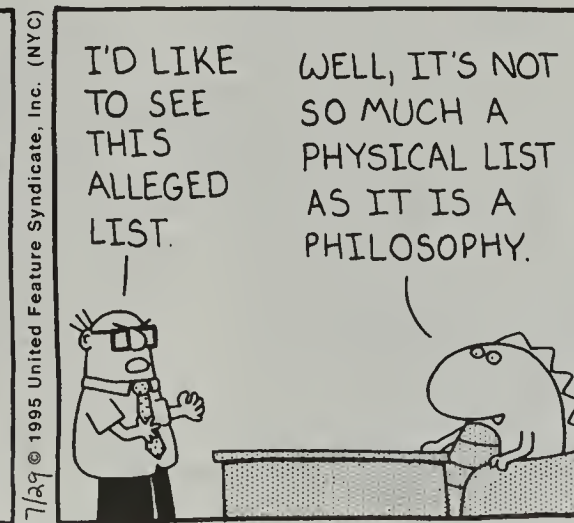
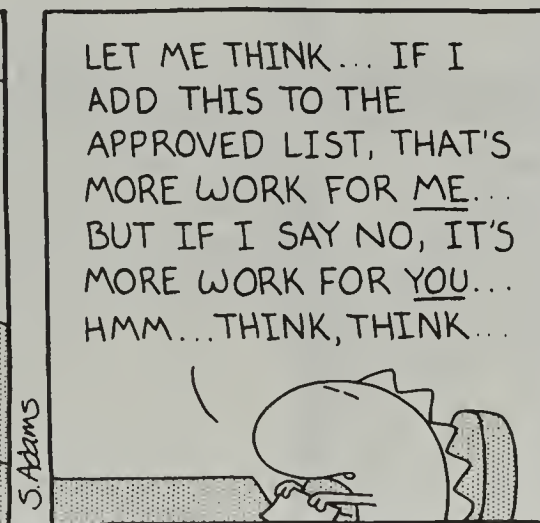
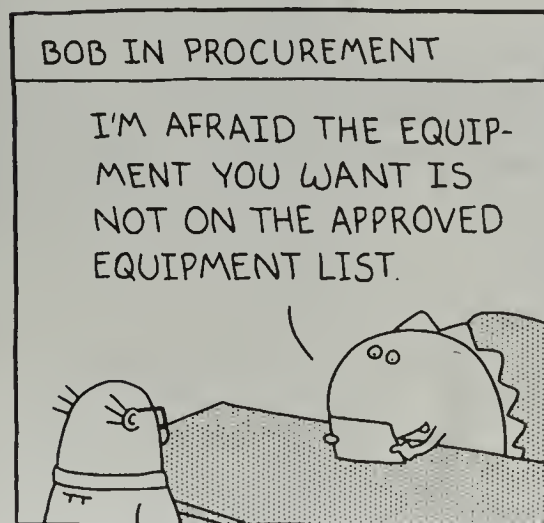
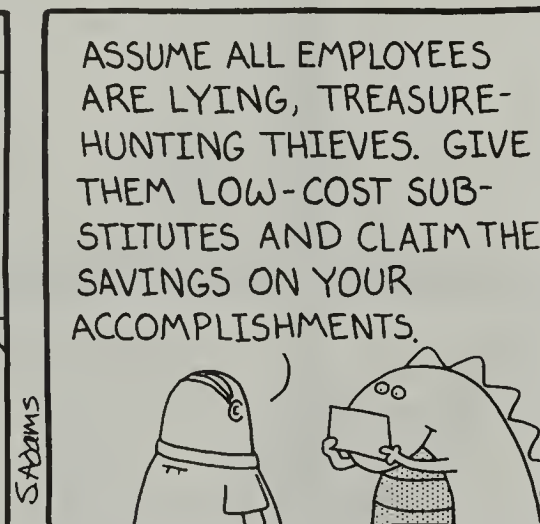
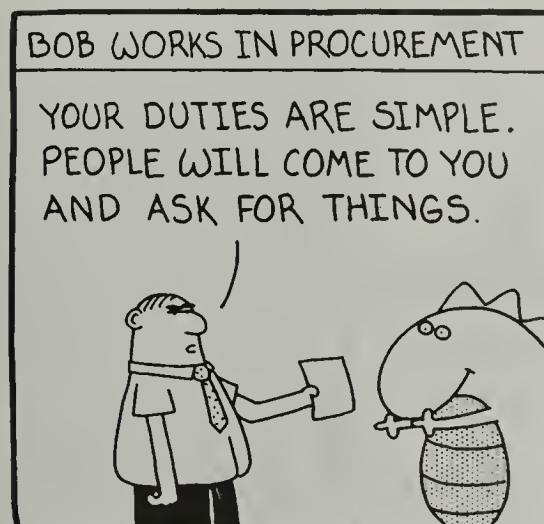
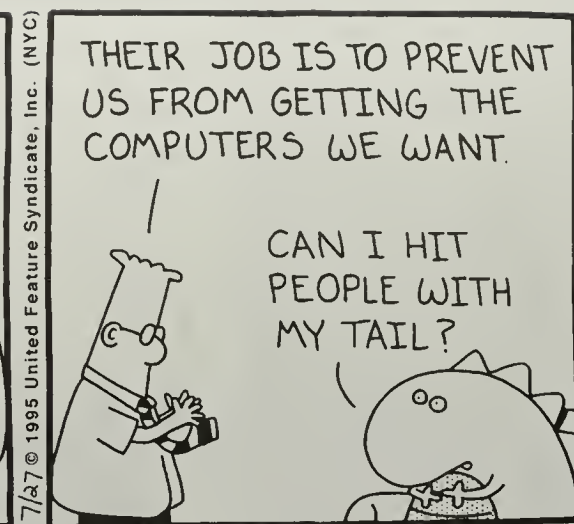
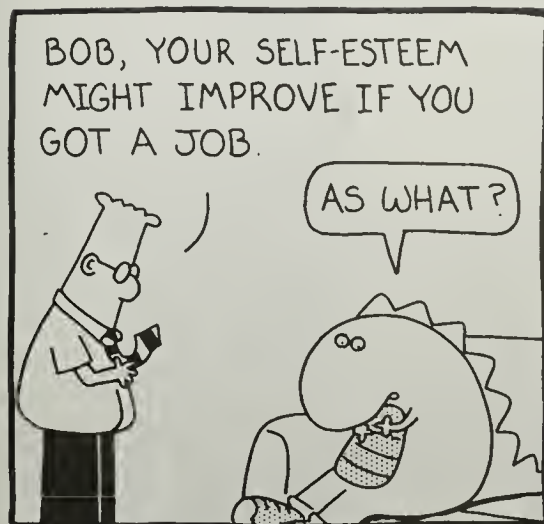


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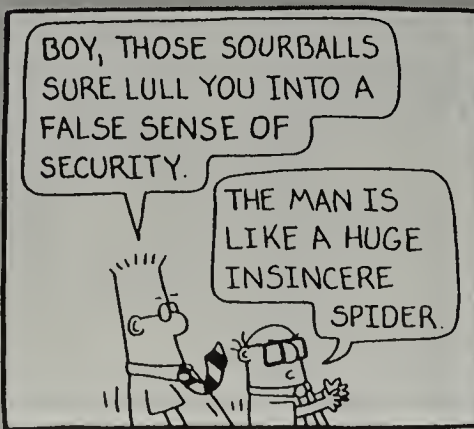
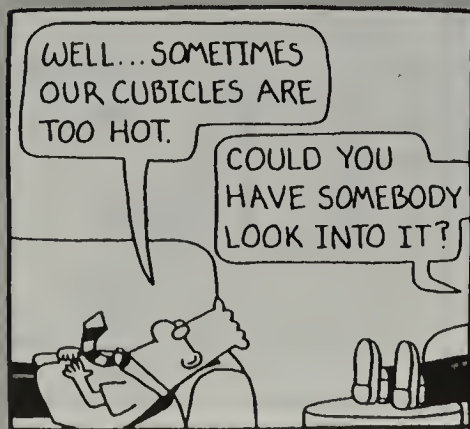
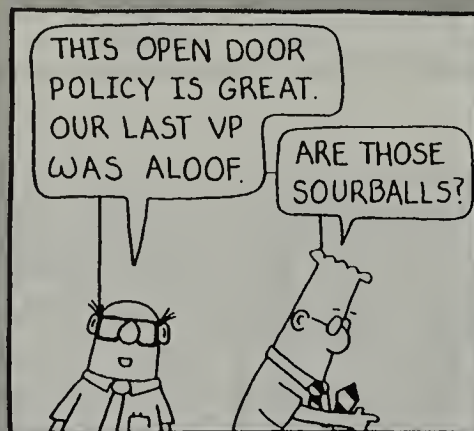
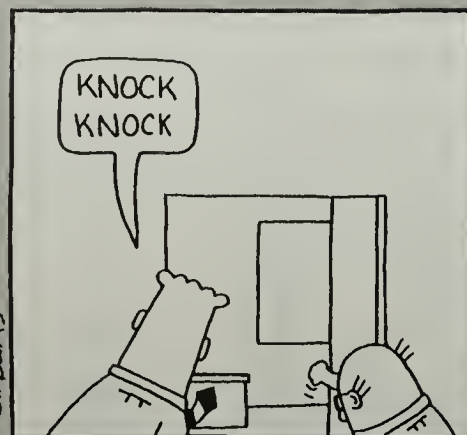
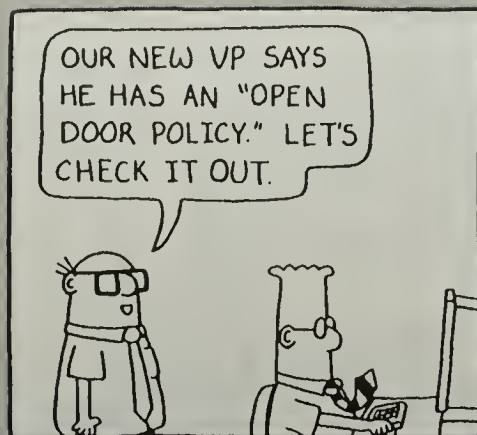


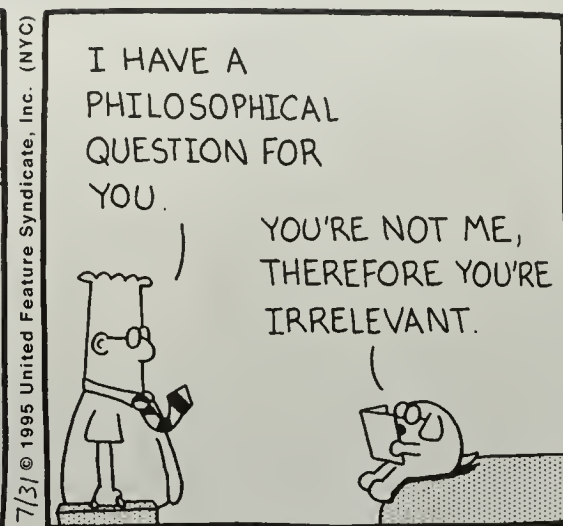
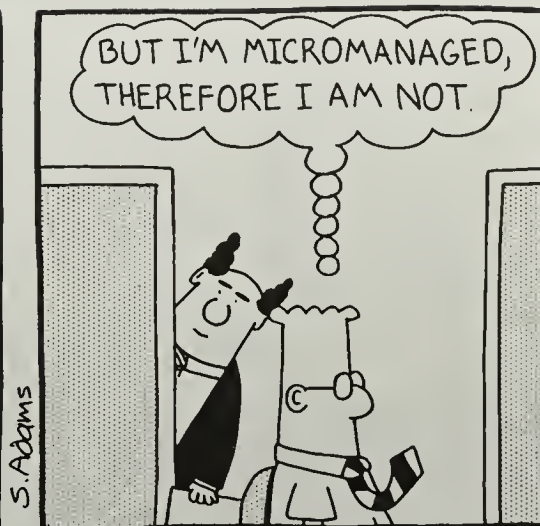






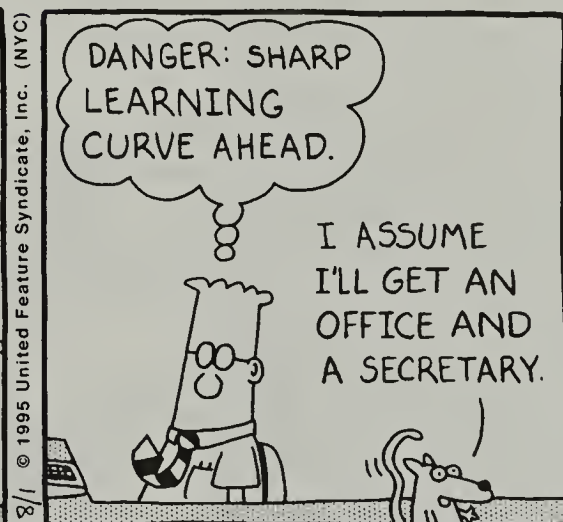
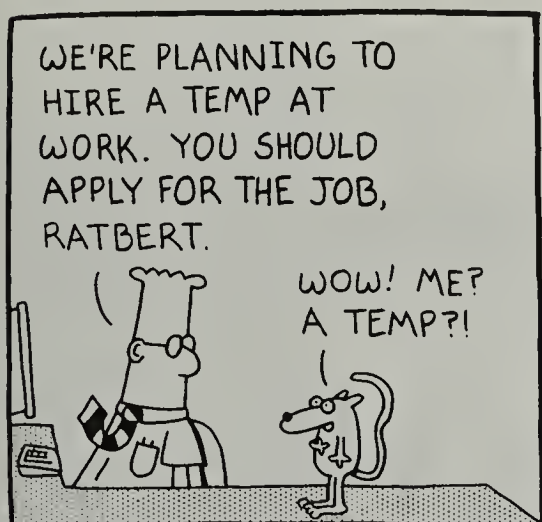






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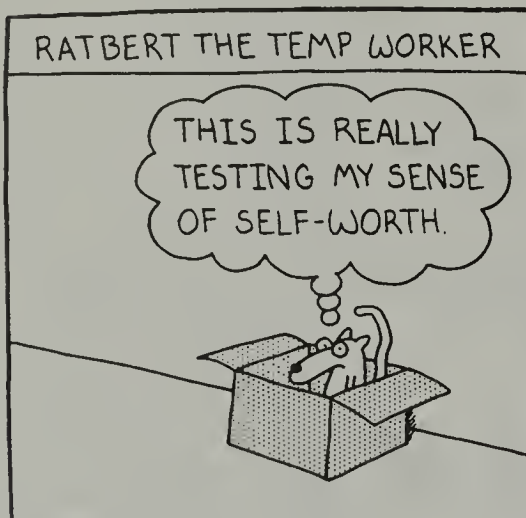
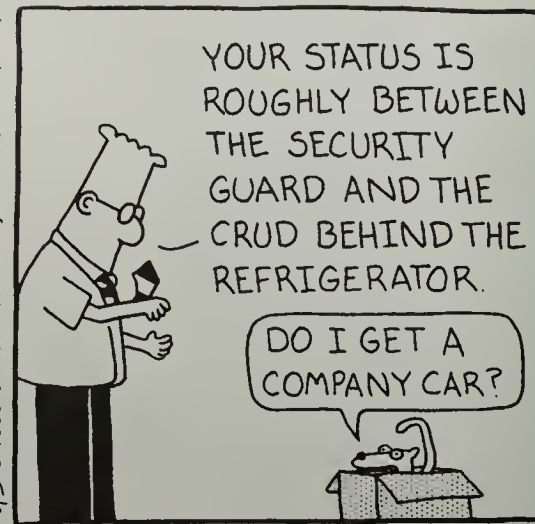
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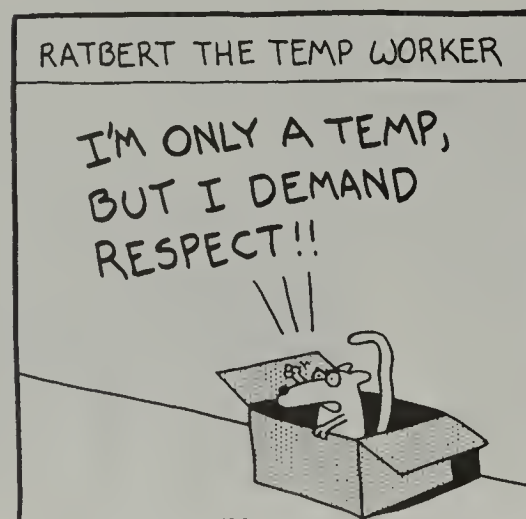
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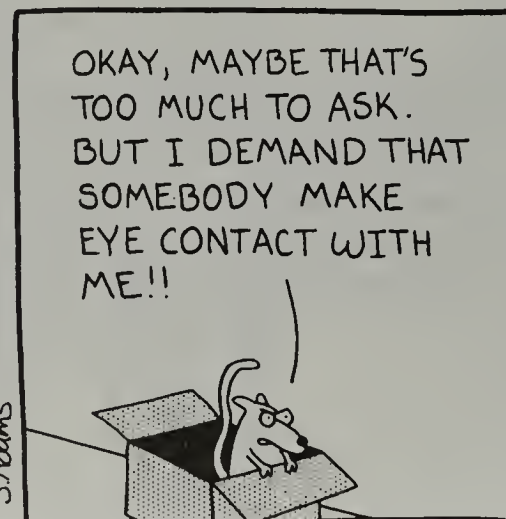
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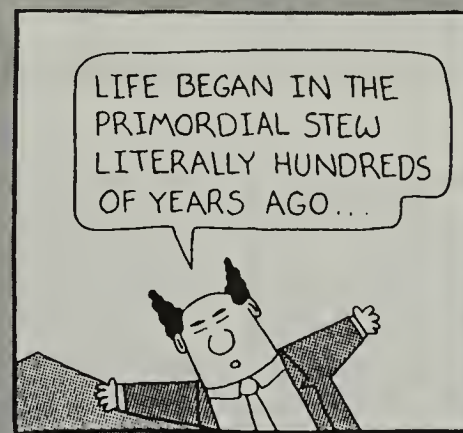
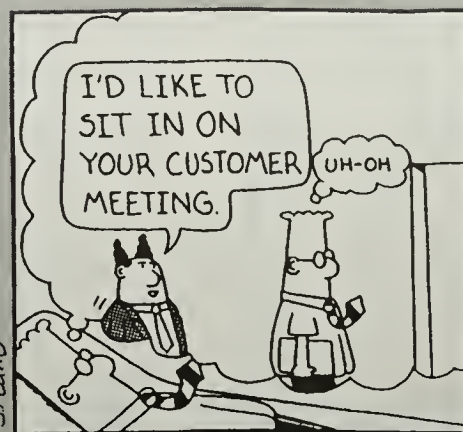
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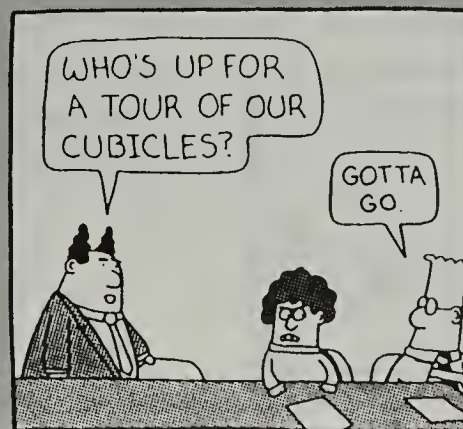


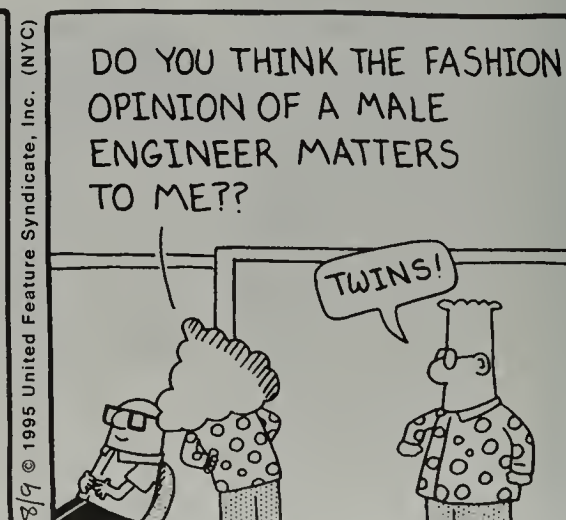
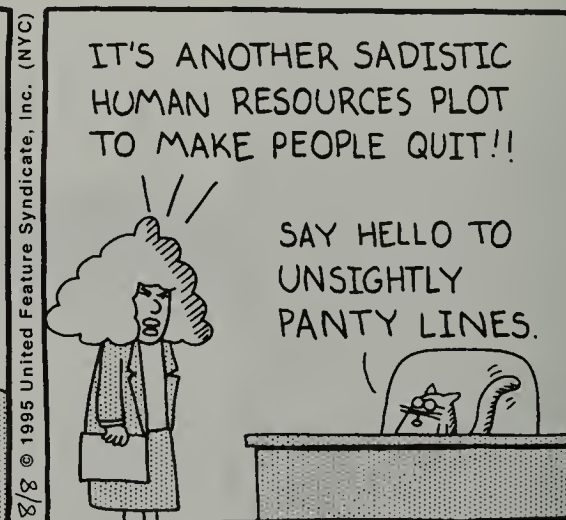
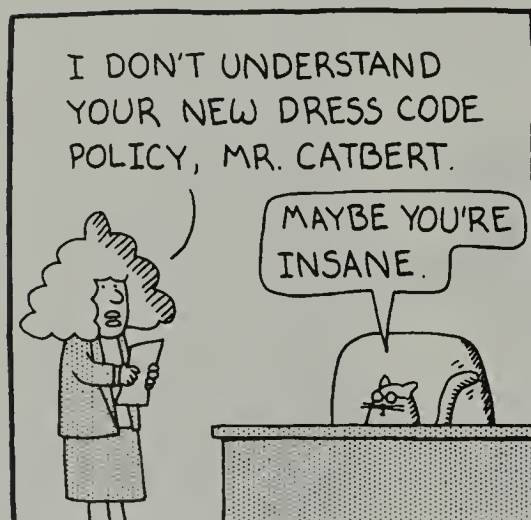
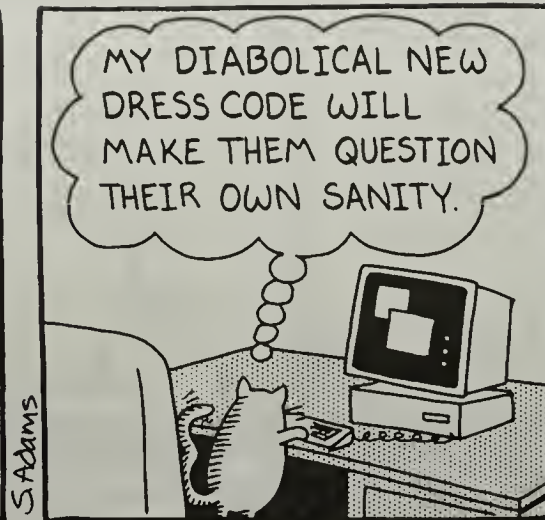
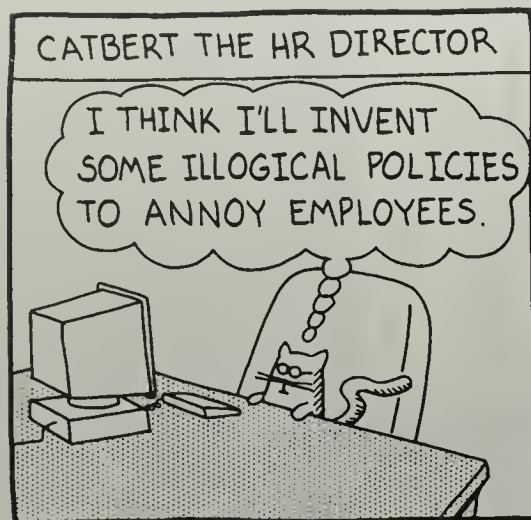


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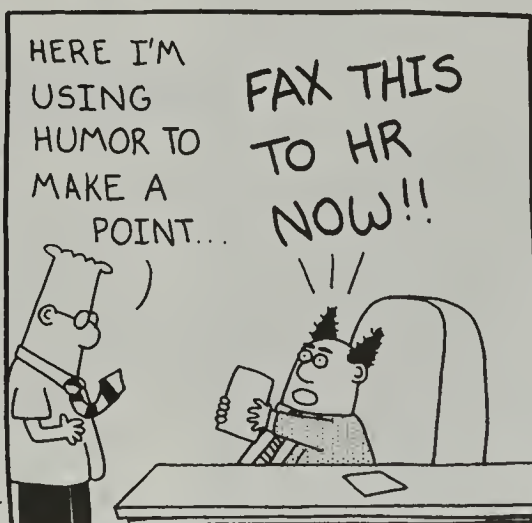
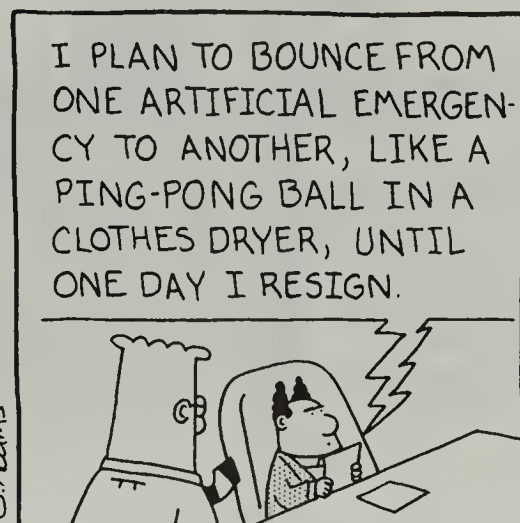


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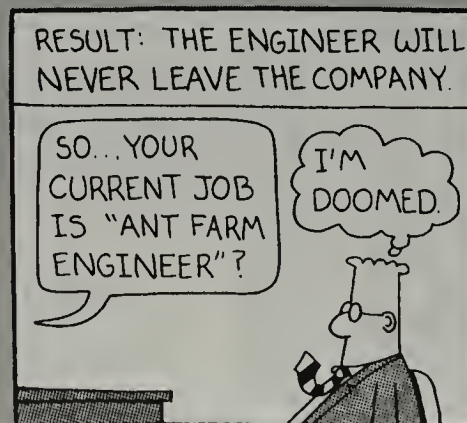
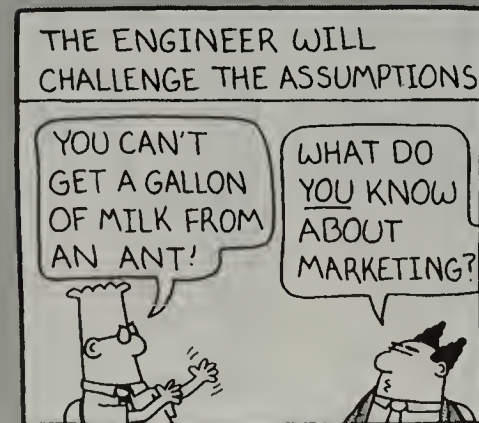
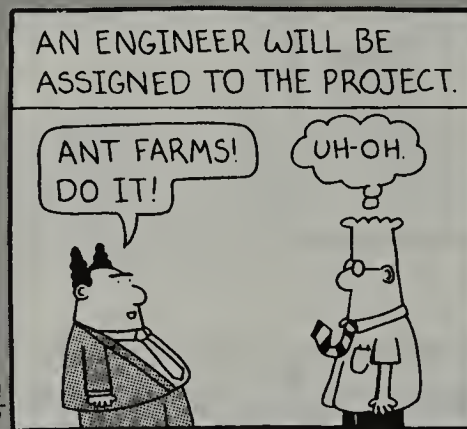
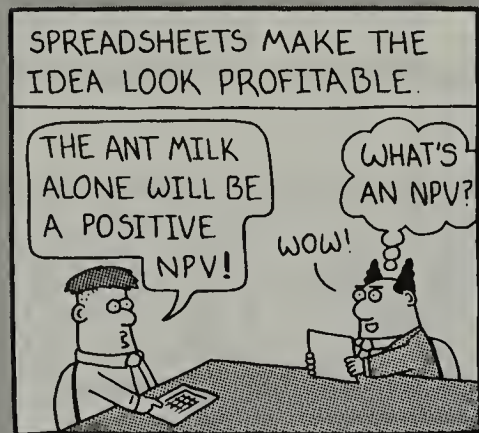
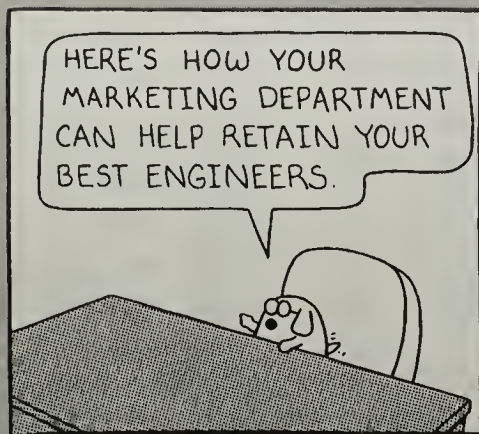


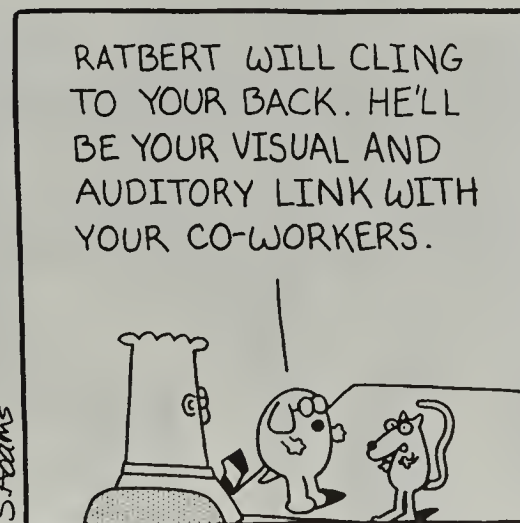
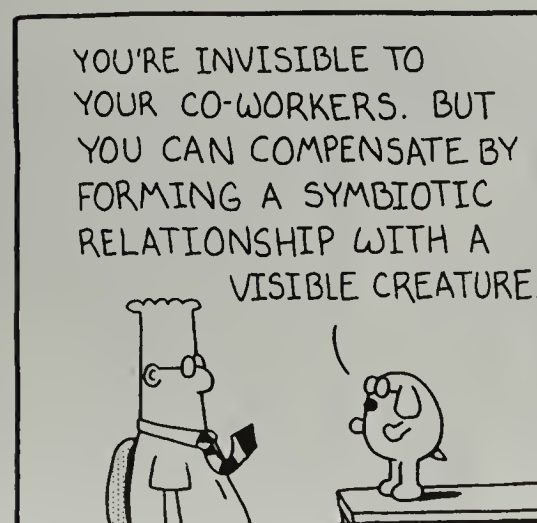
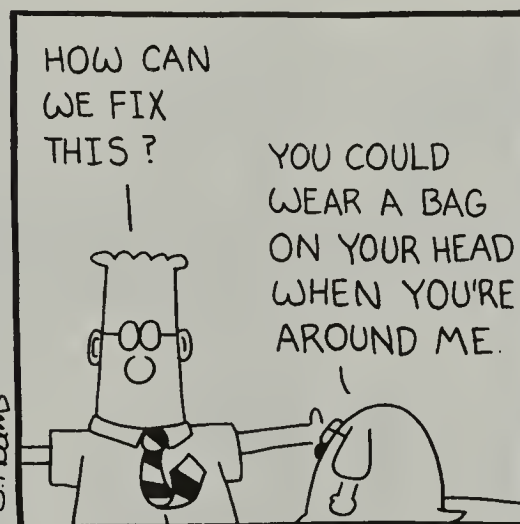
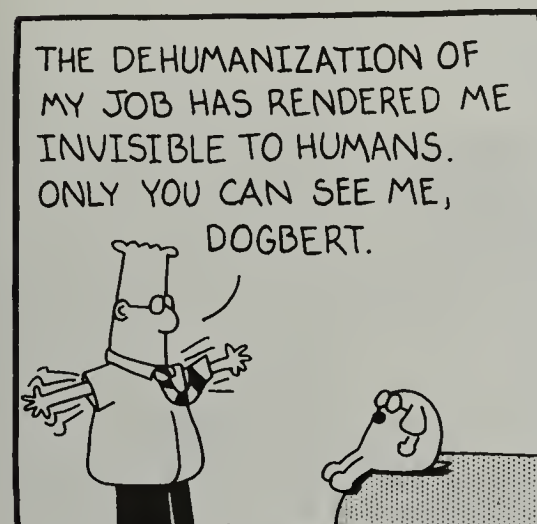
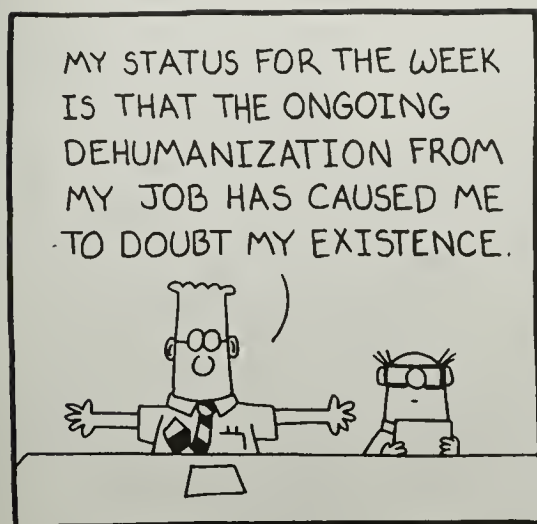


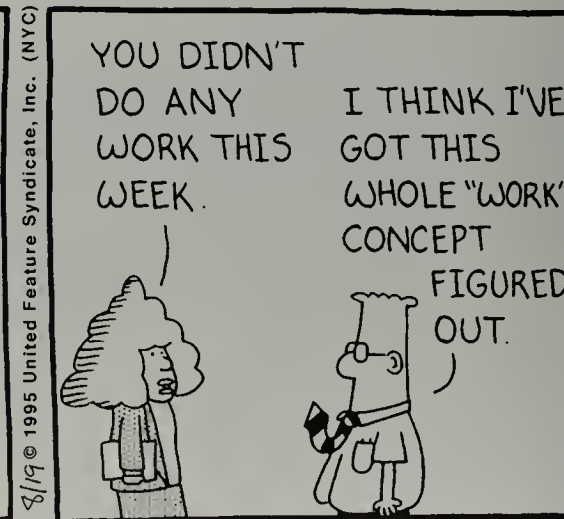
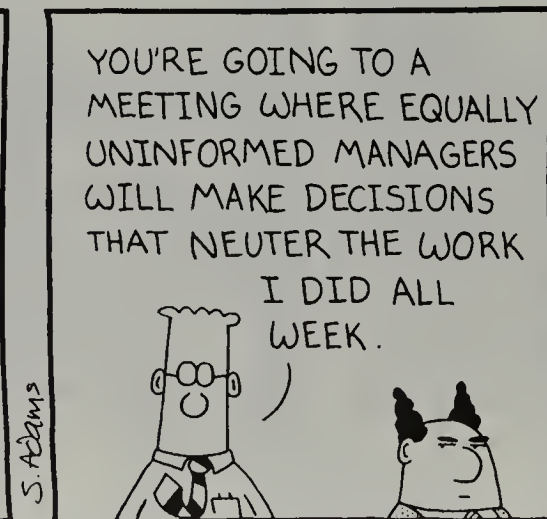
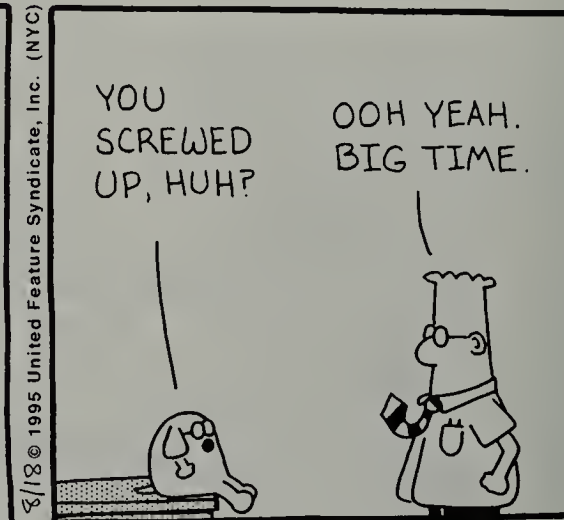
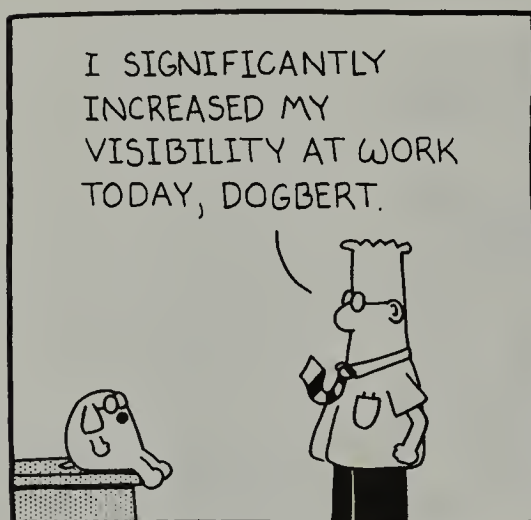














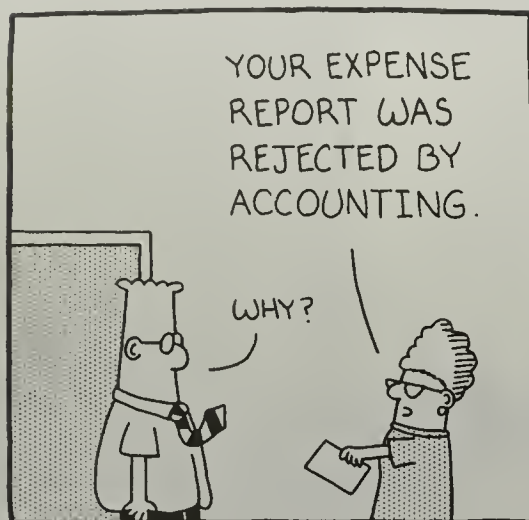


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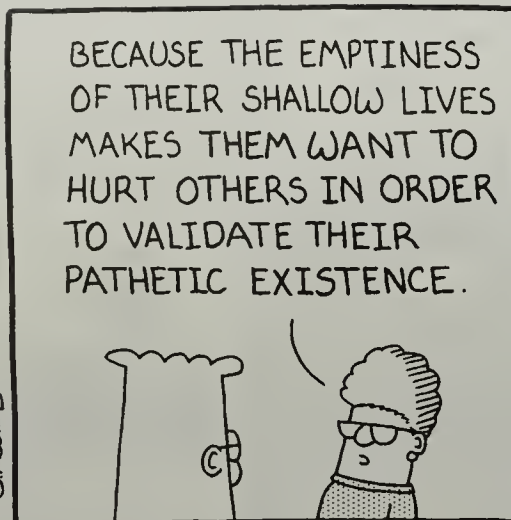


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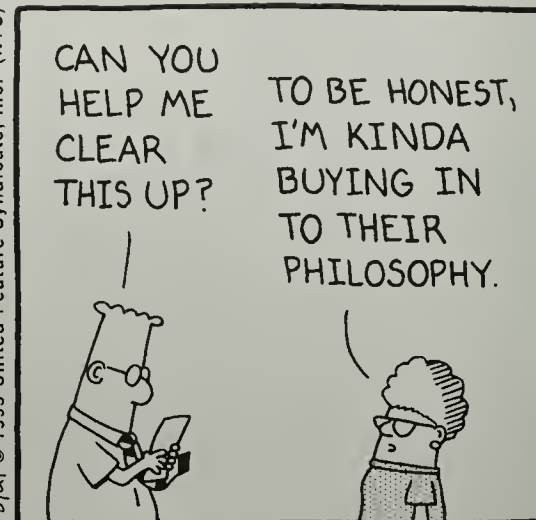




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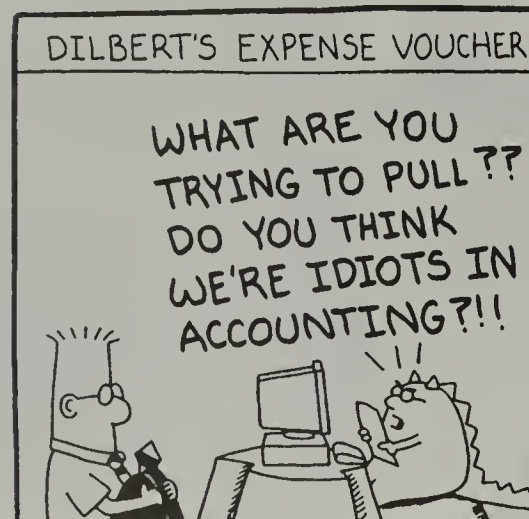
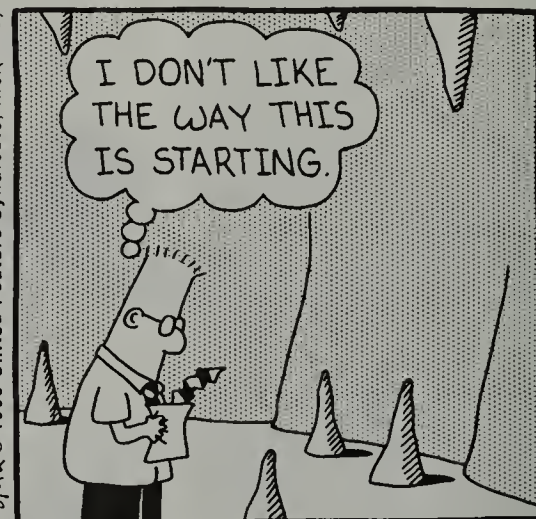
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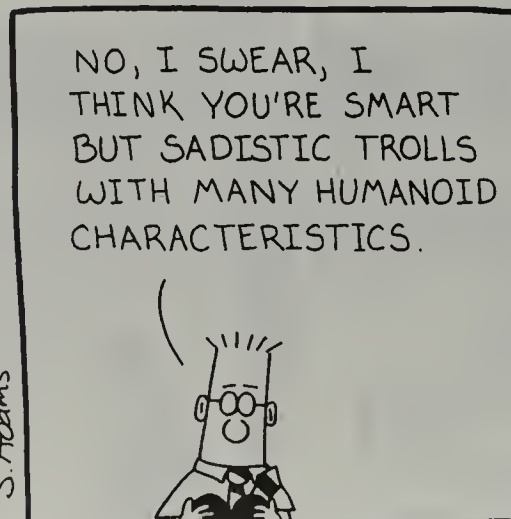
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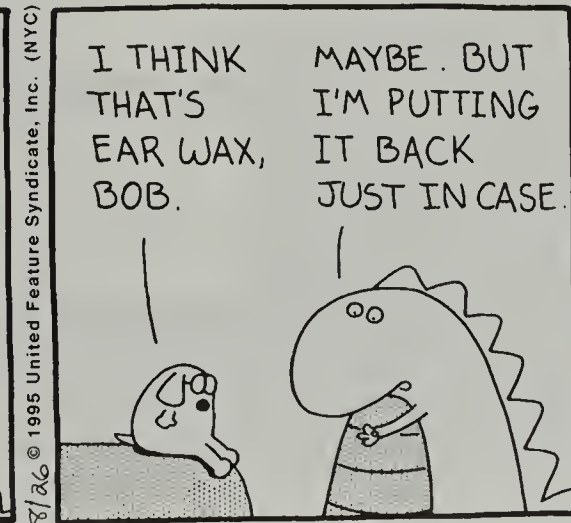
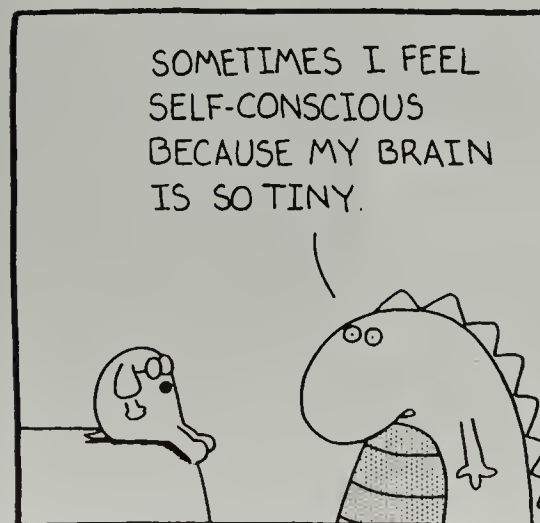
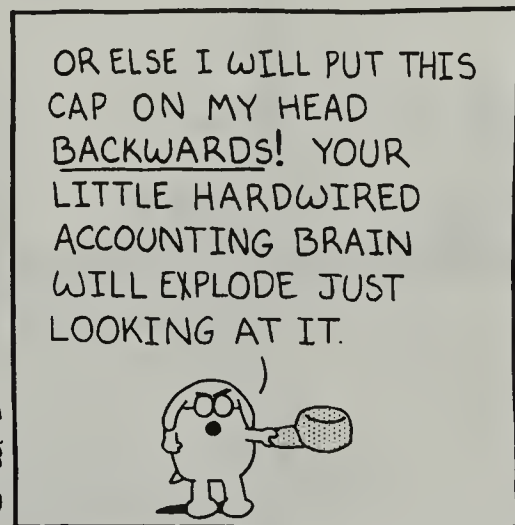
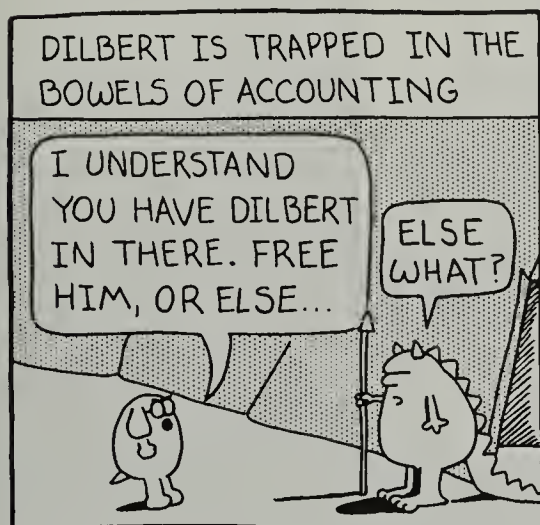
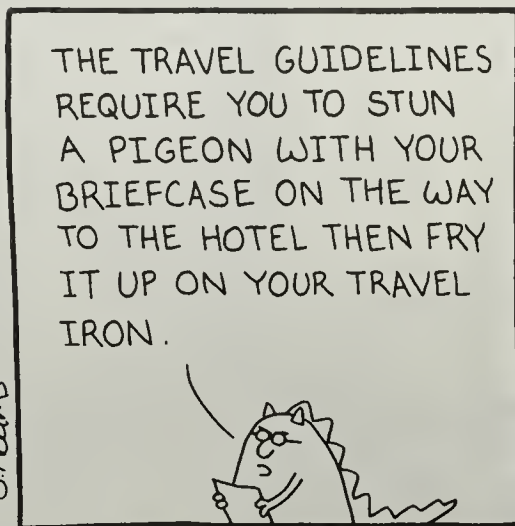
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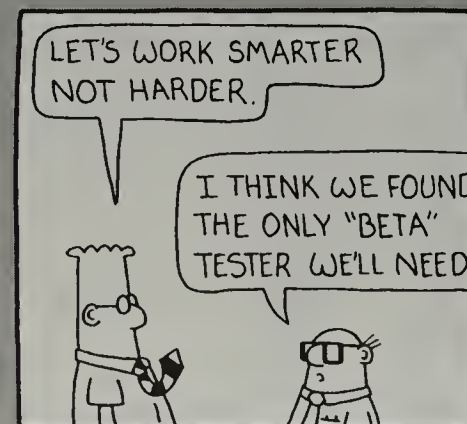
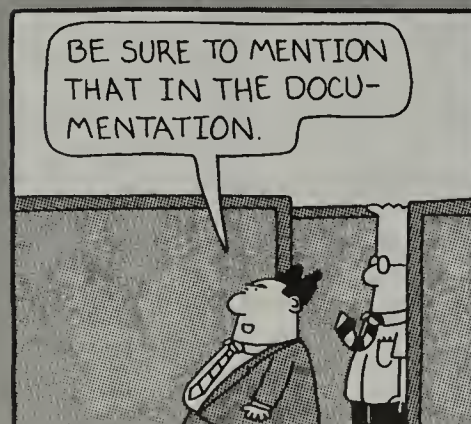
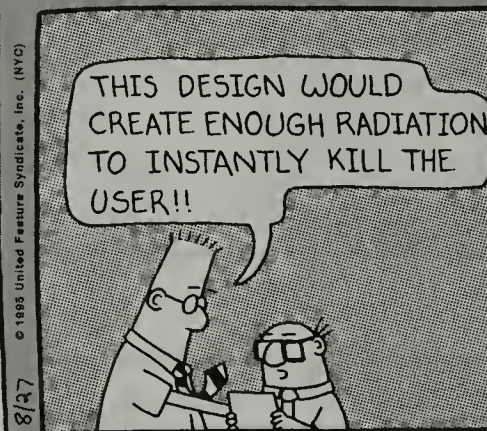
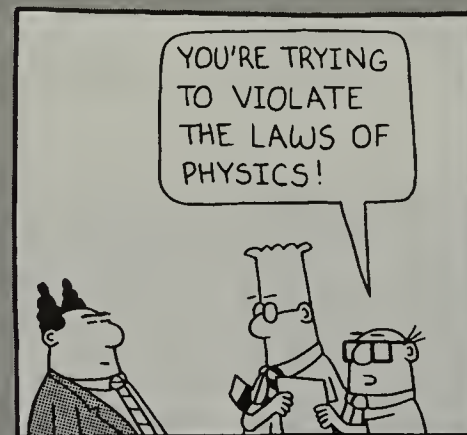
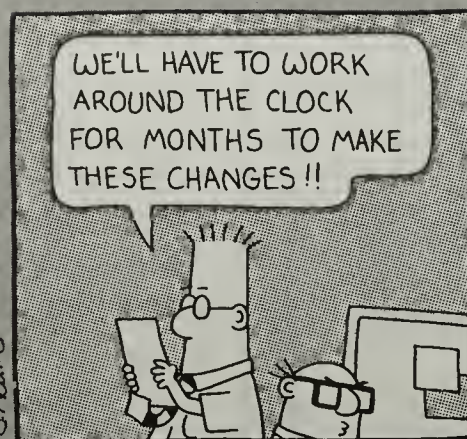
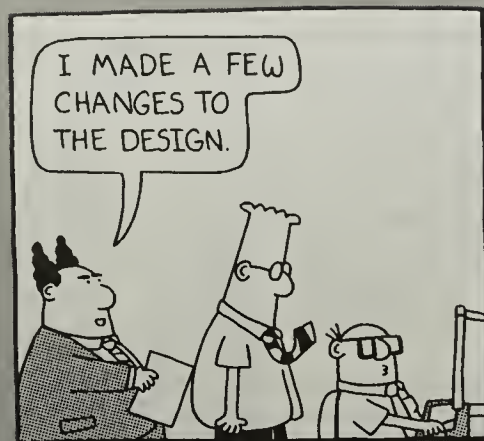
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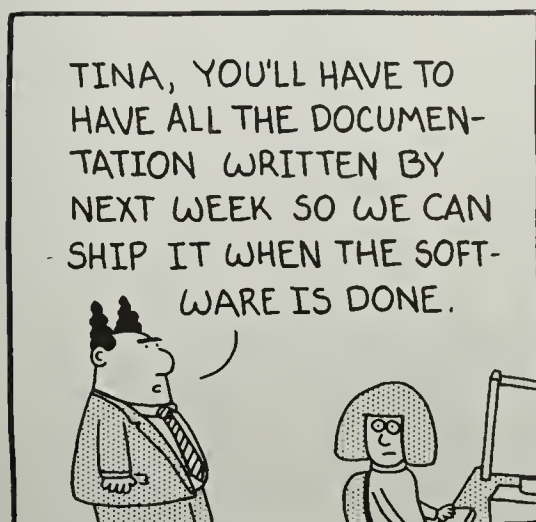




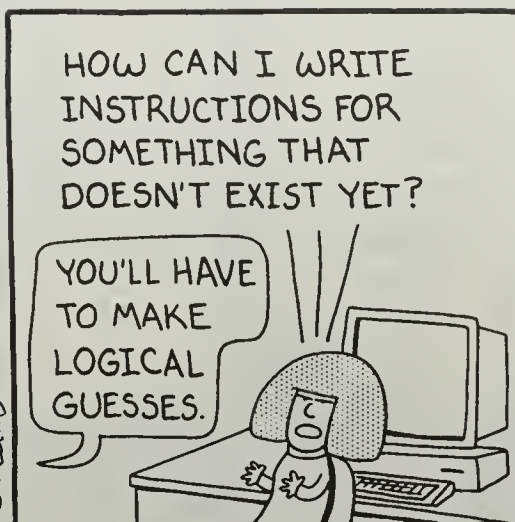








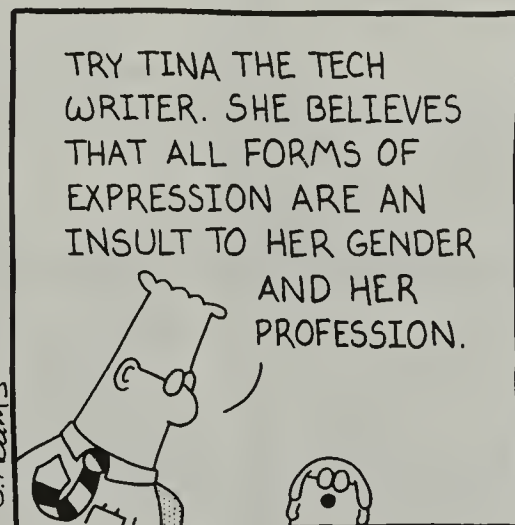
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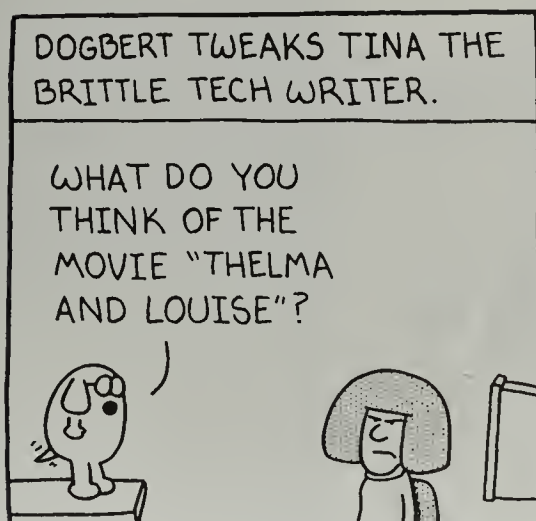
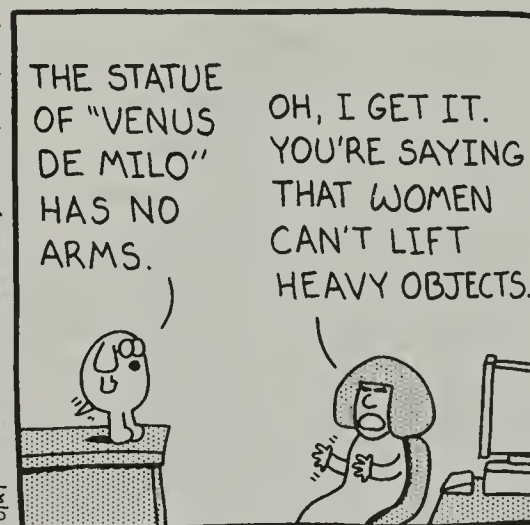
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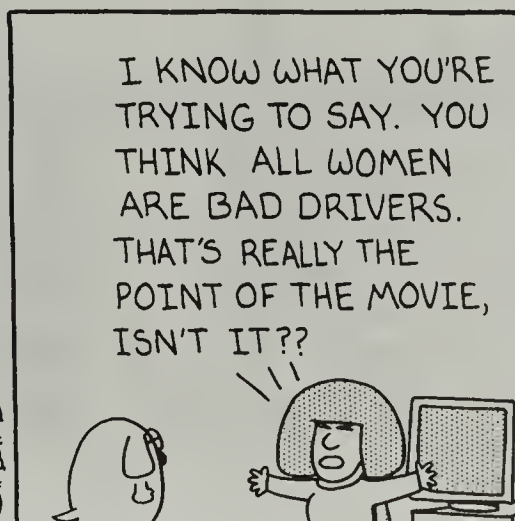
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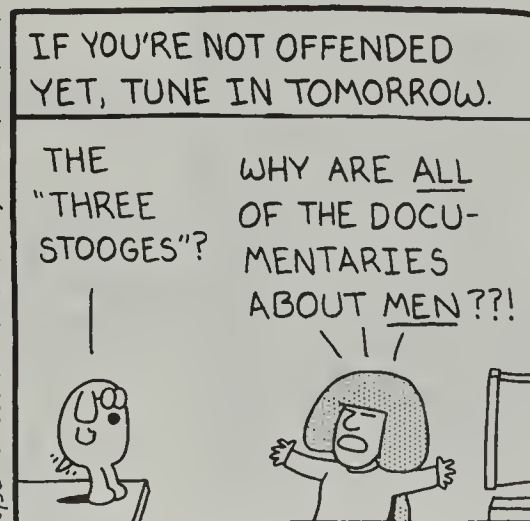
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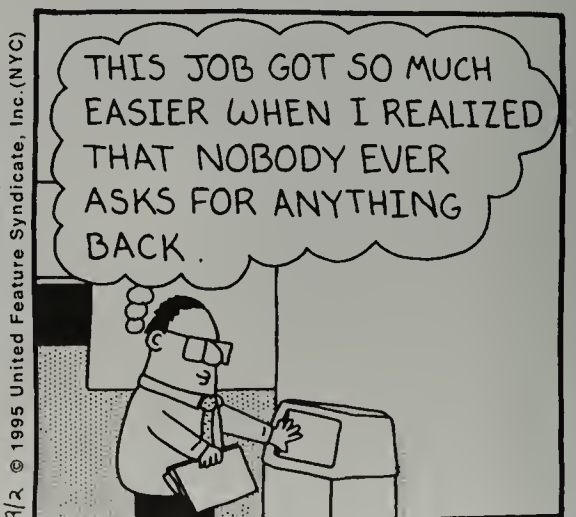
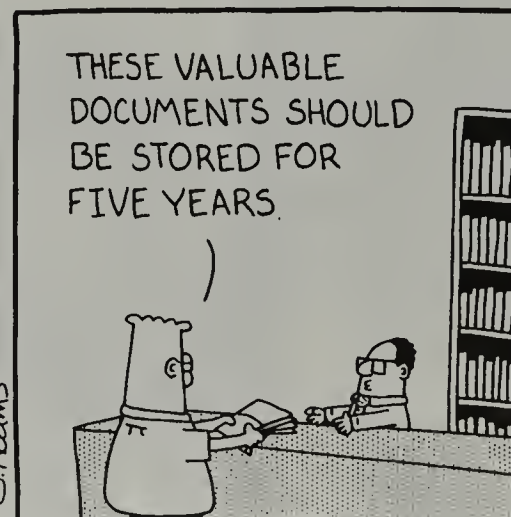
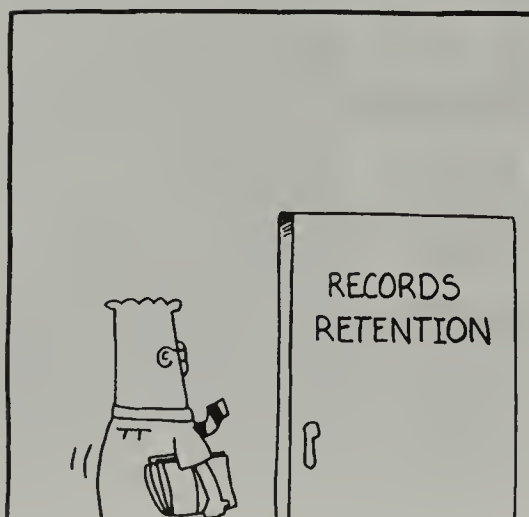
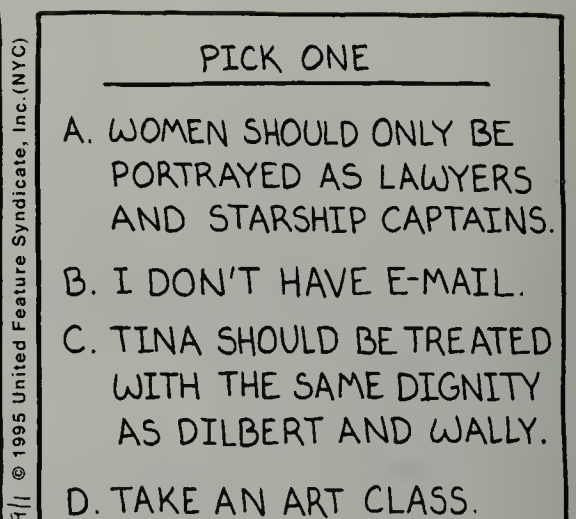
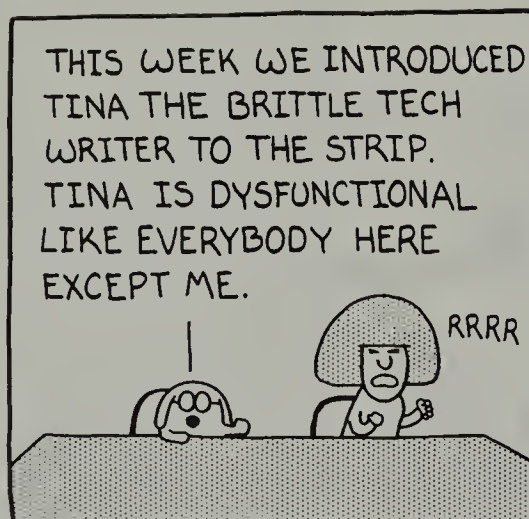
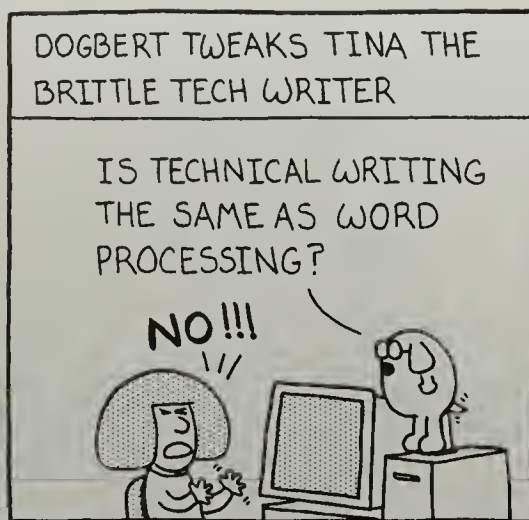
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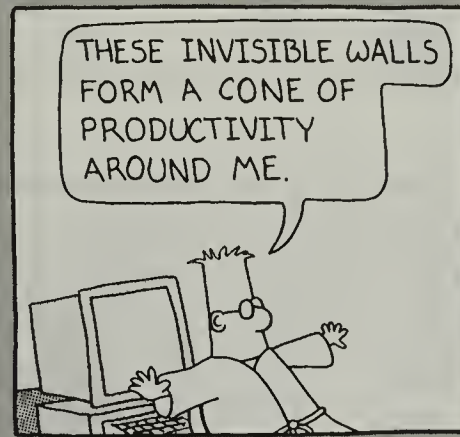
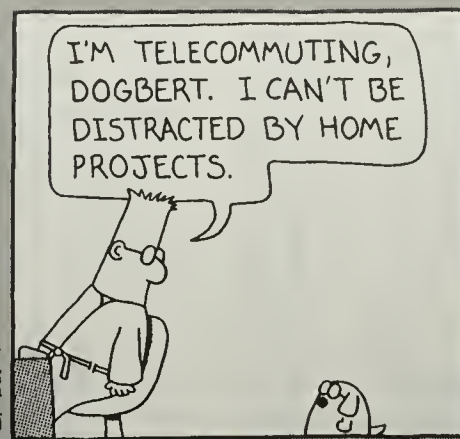




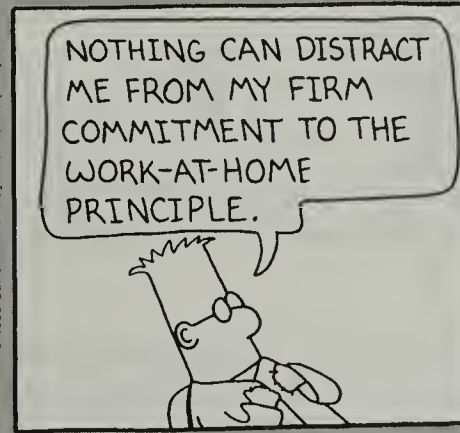




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PROFITS ARE DOWN,  
MORALE IS SINKING;  
IT'S TIME FOR BOLD  
LEADERSHIP!!



S. Adams

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



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I THINK  
YOU CAN  
RELATE TO  
THIS  
SCENE.

AM I THE  
SEAGULL OR  
THE CLAM?



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



S. Adams

WHAT DO  
YOU THINK,  
ALICE?  
ARE YOU  
INSPIRED?

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



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

TELL ME  
ABOUT  
IT...



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



S. Adams

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



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I THINK  
IT'S  
WORKING.

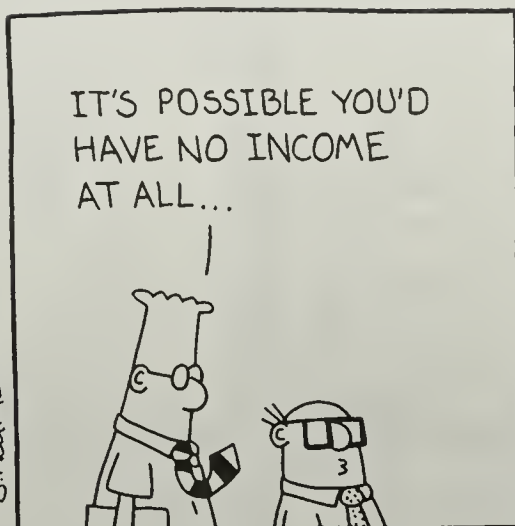
RUN  
FOR IT,  
MOM!!!







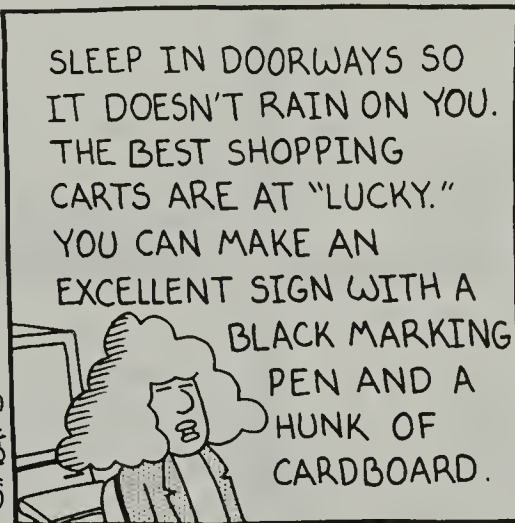
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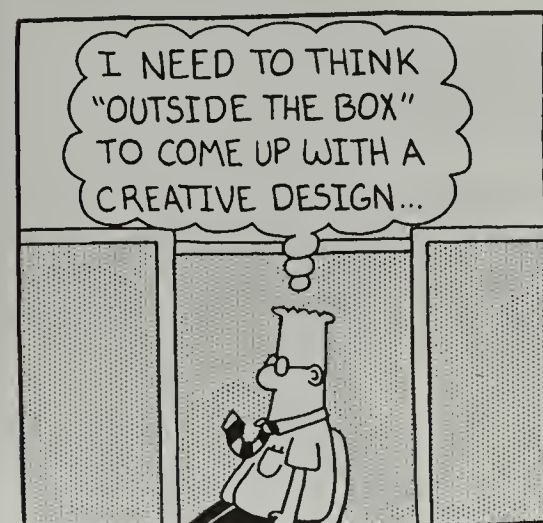
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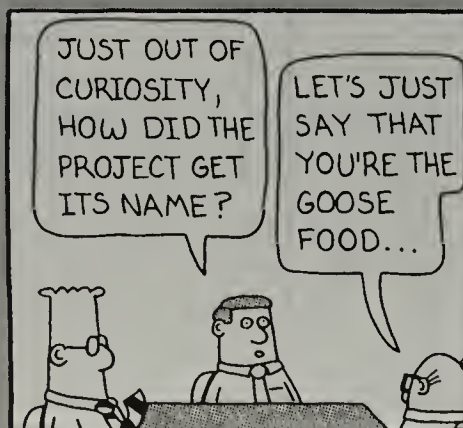
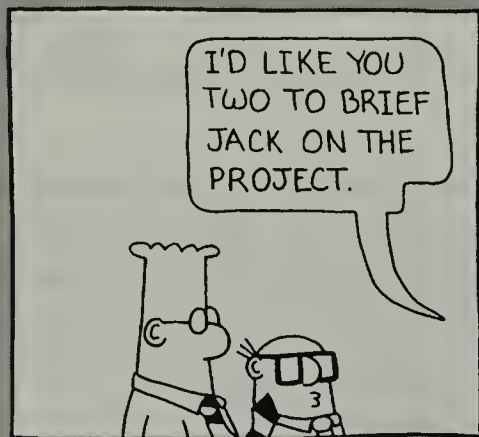
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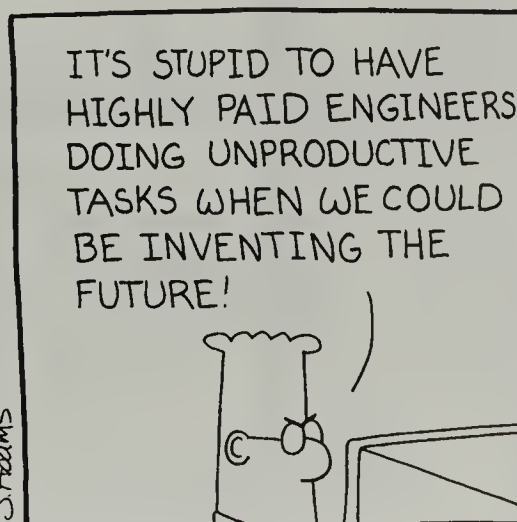
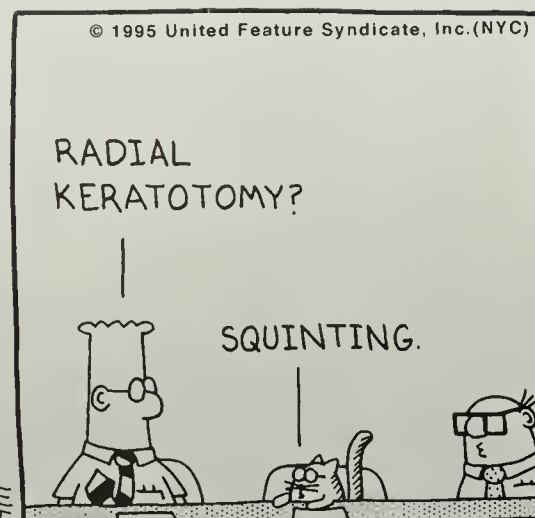
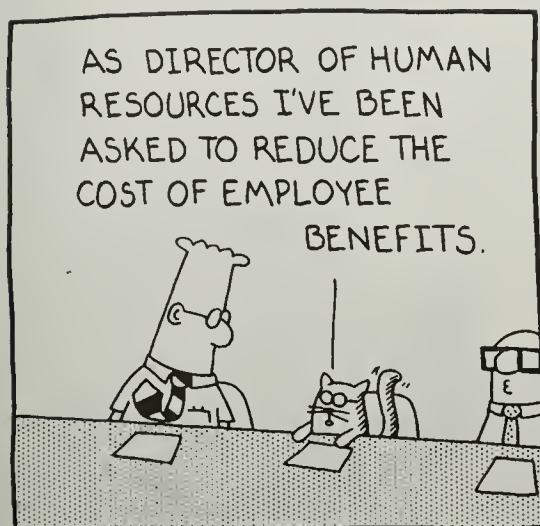




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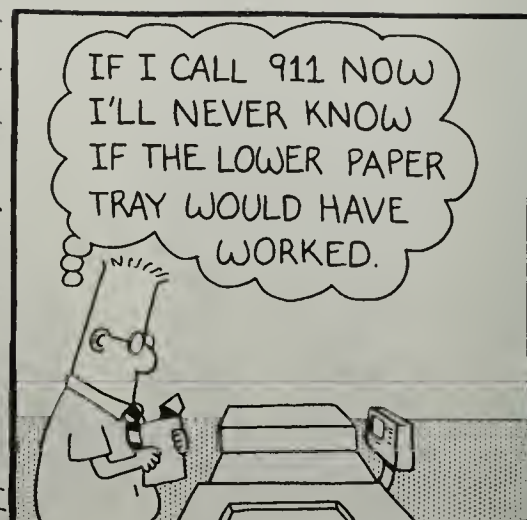




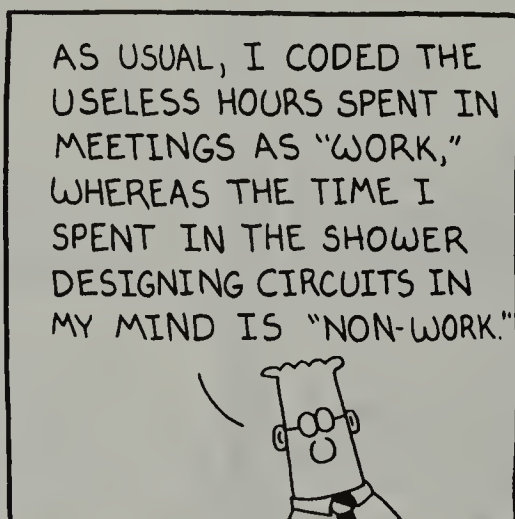
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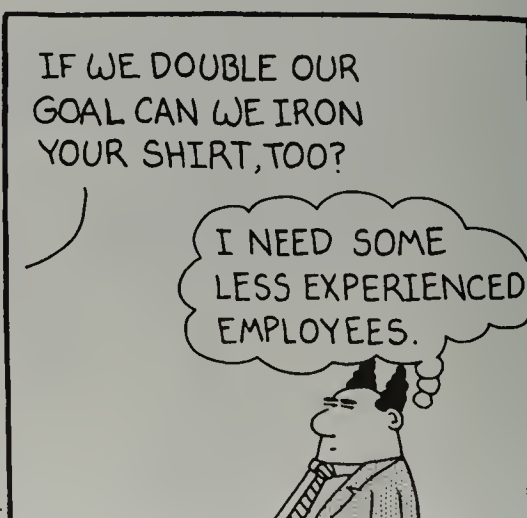
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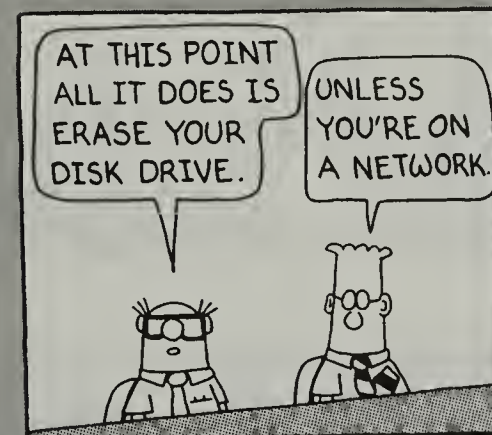
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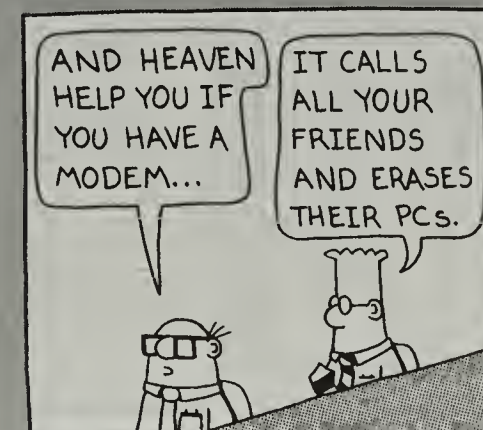
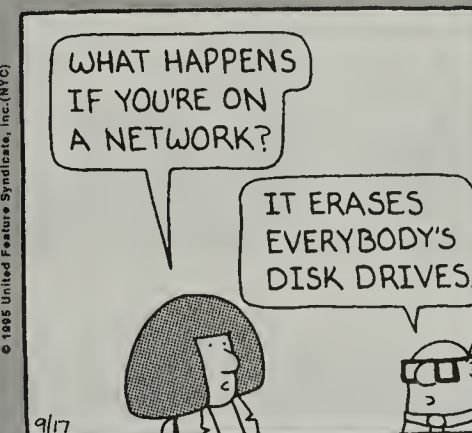


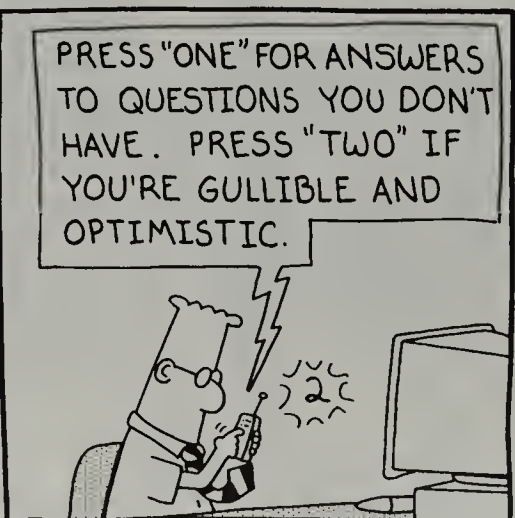
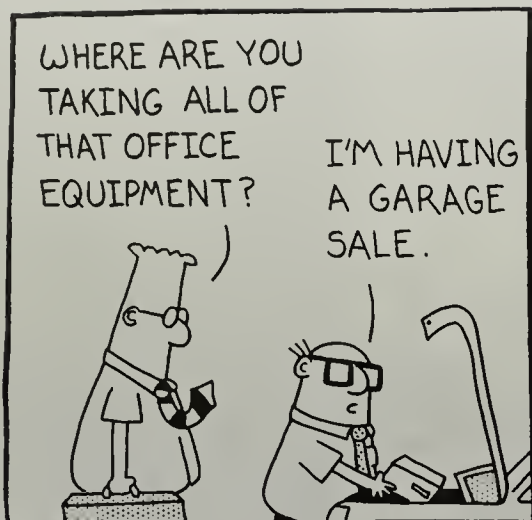


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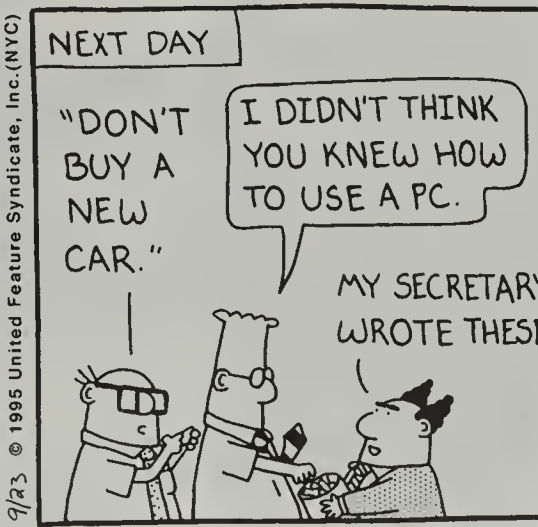
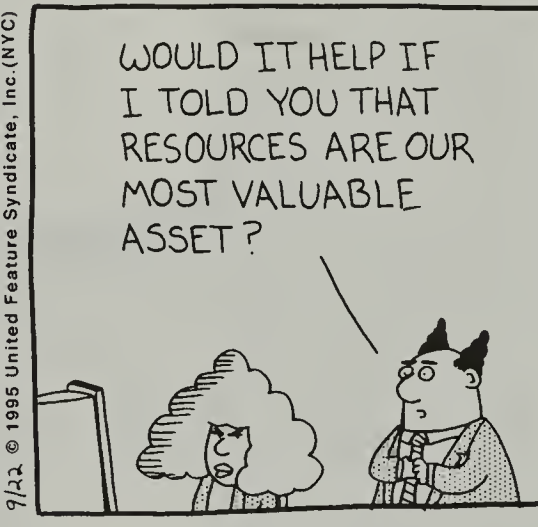
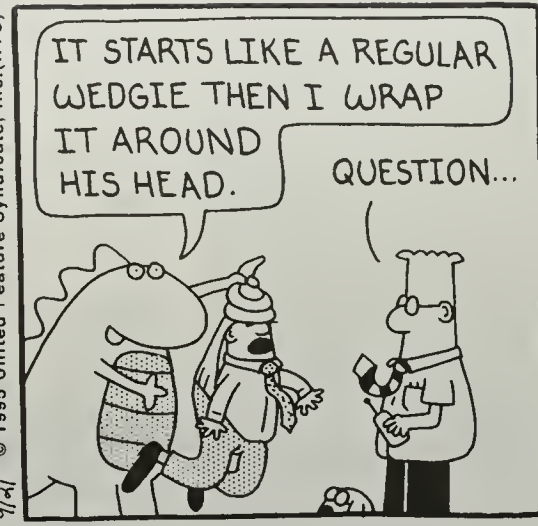
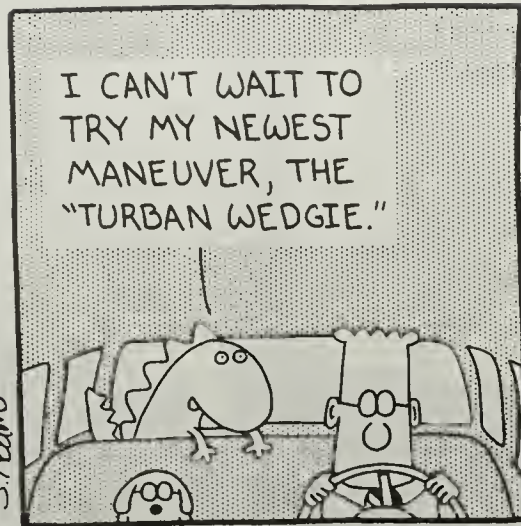
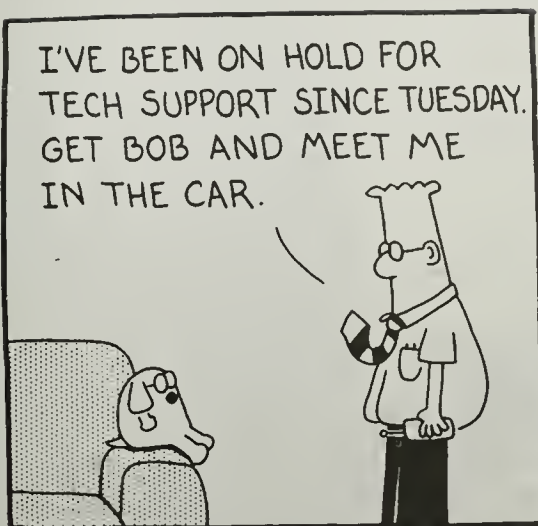


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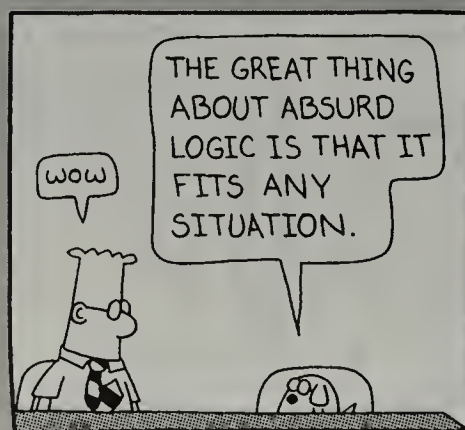
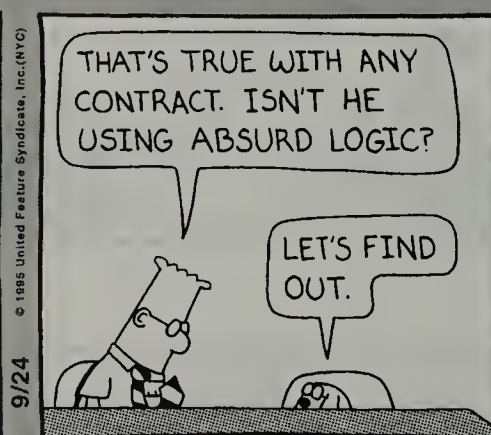
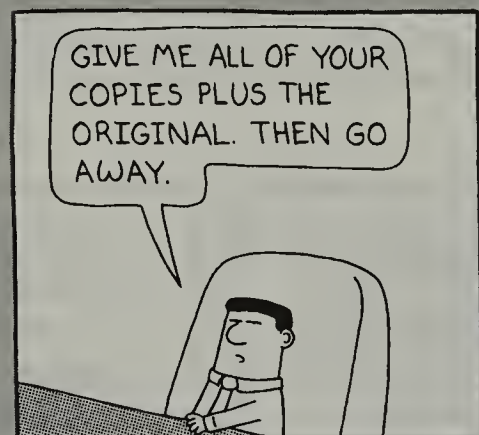






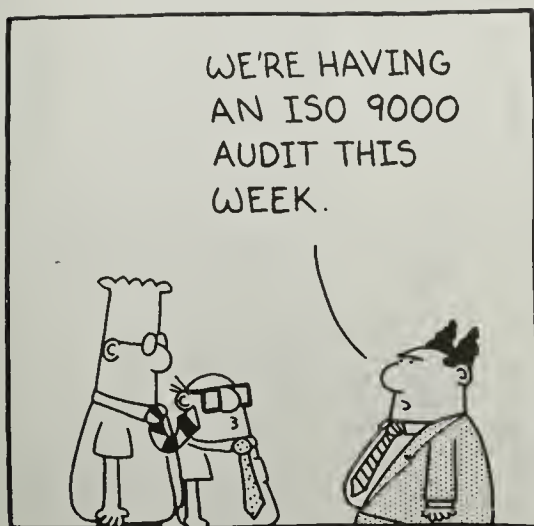






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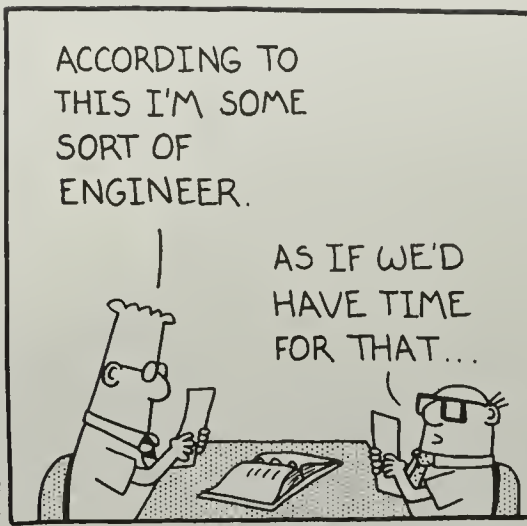
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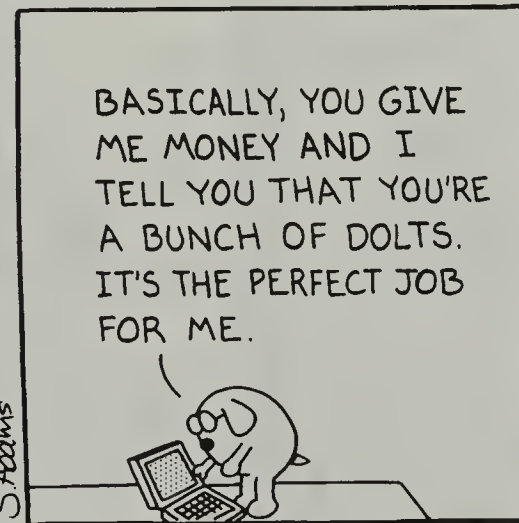
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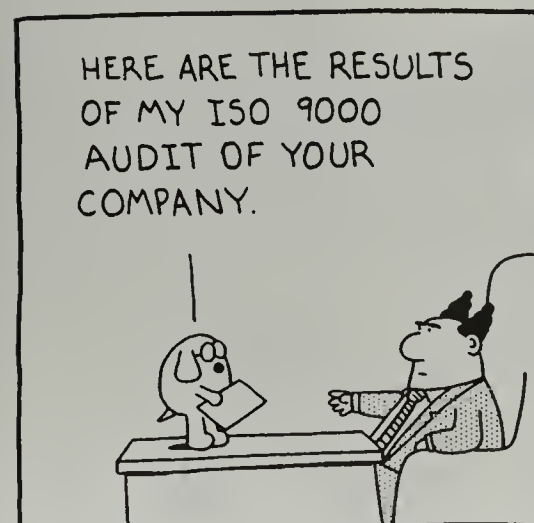
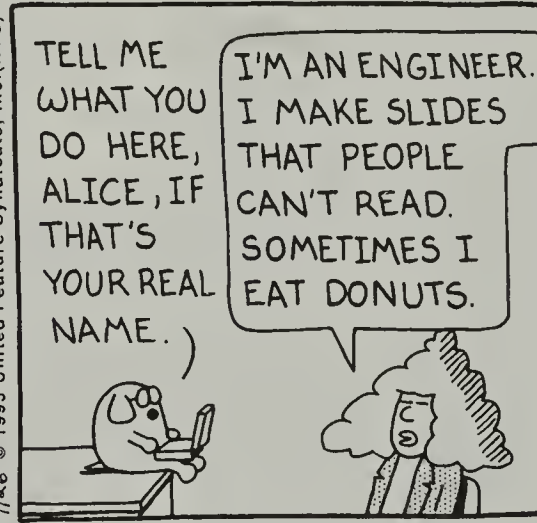
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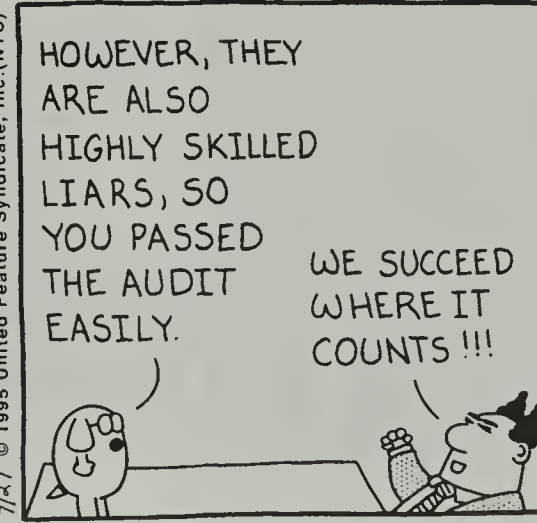
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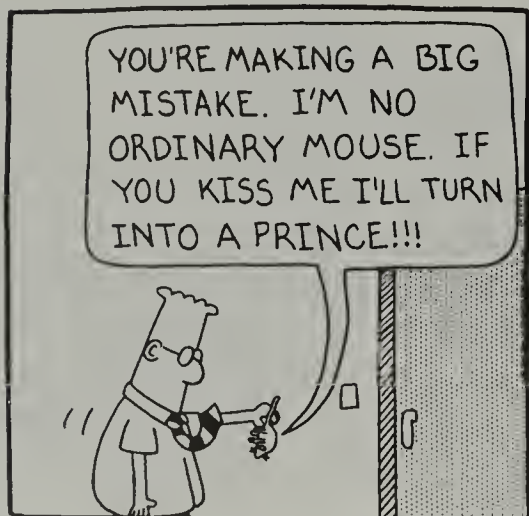
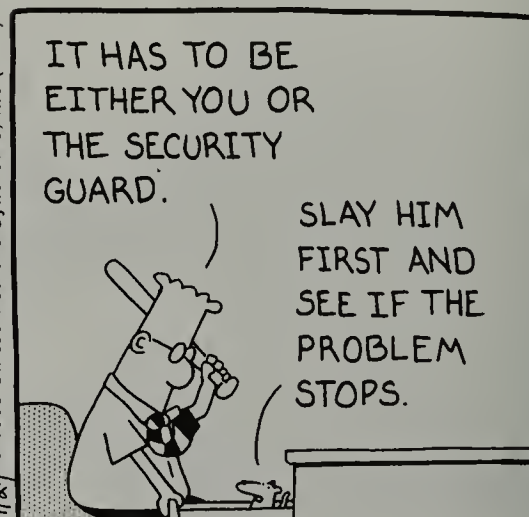
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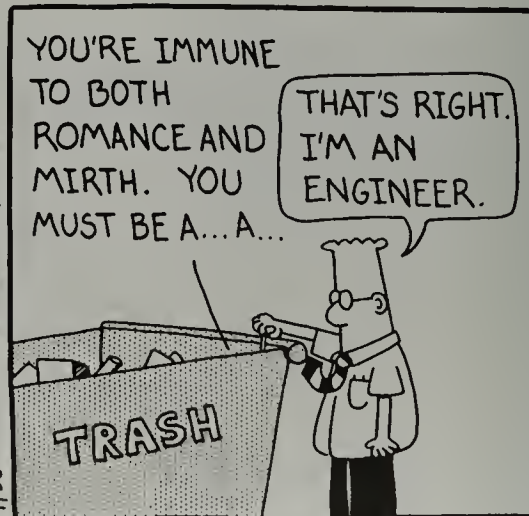
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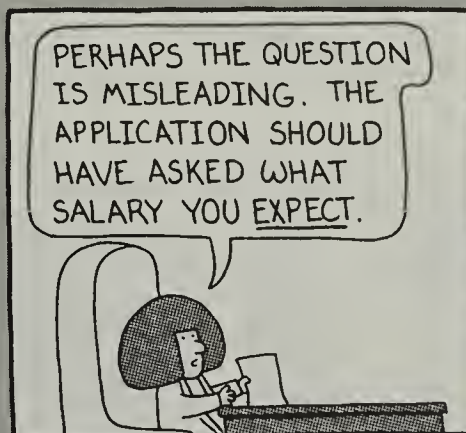
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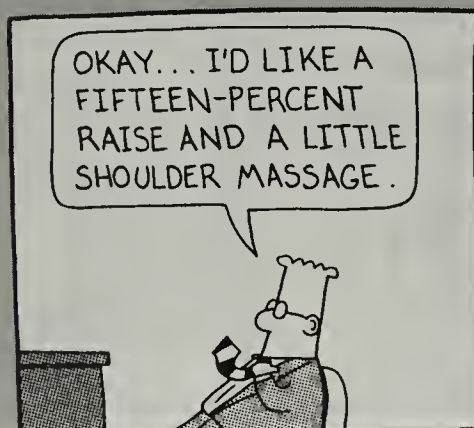


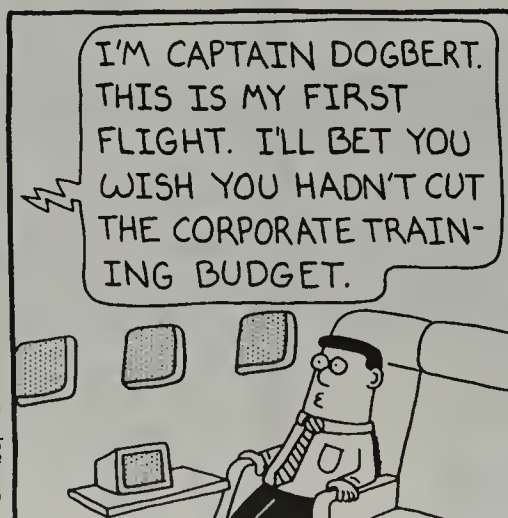
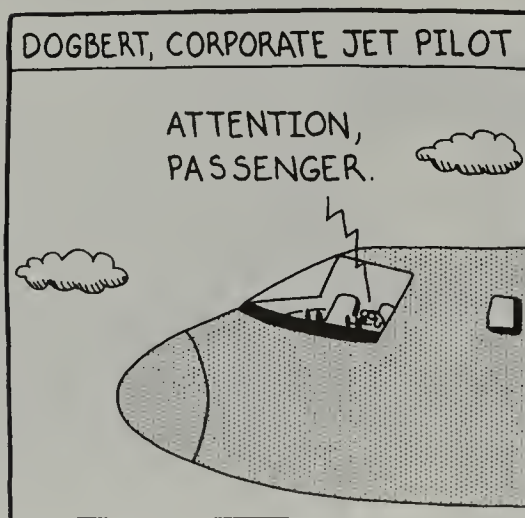
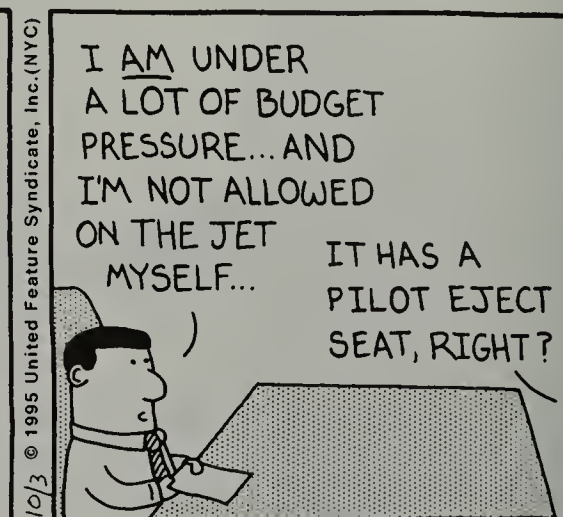
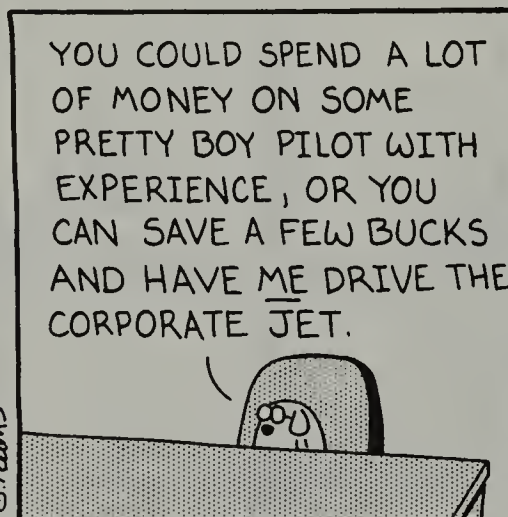


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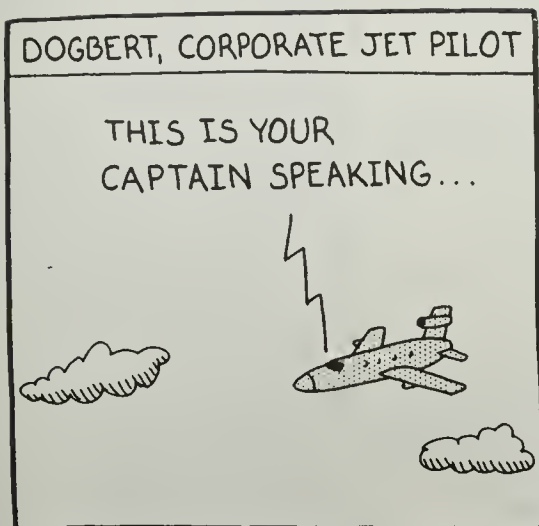


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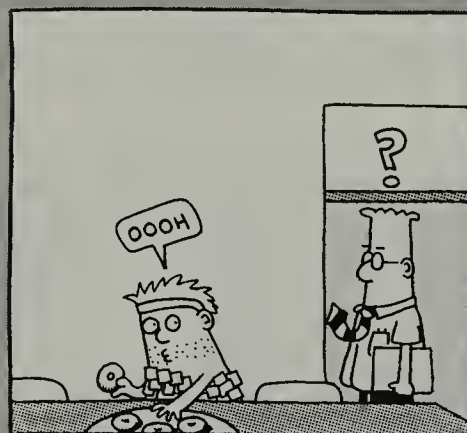
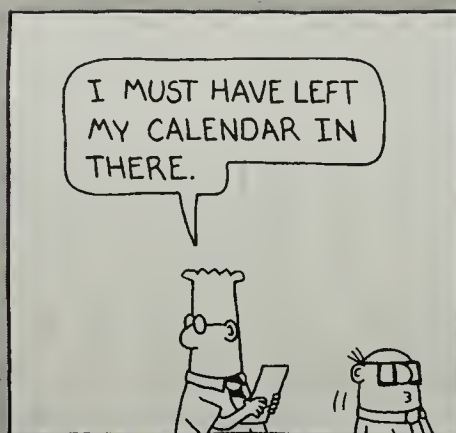




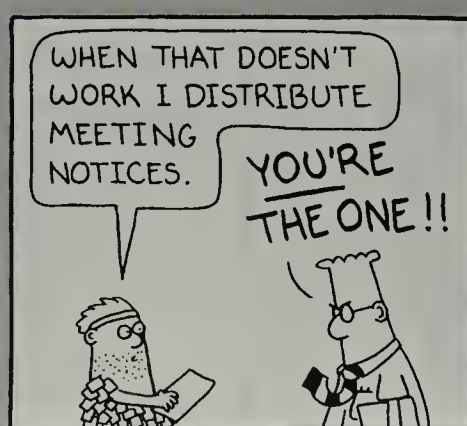


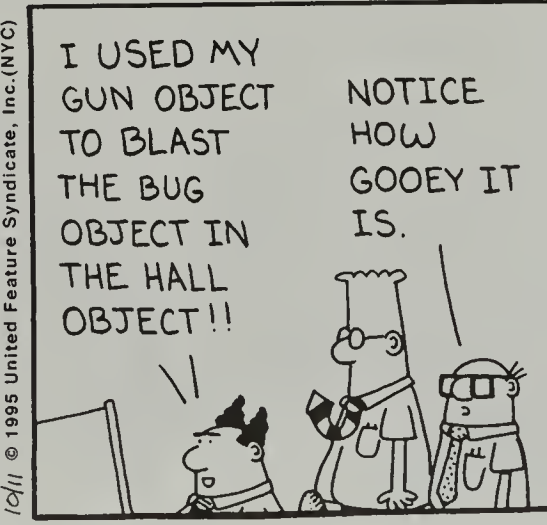
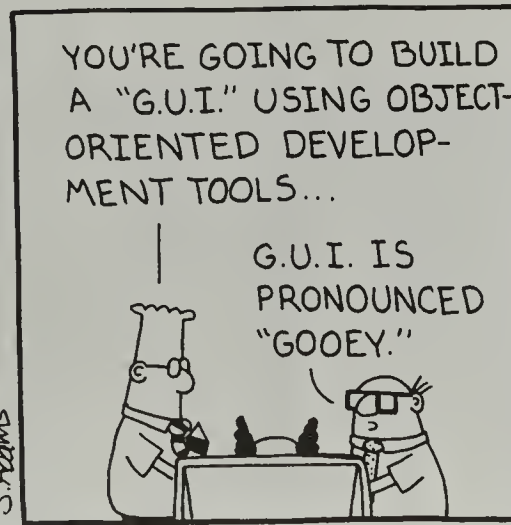
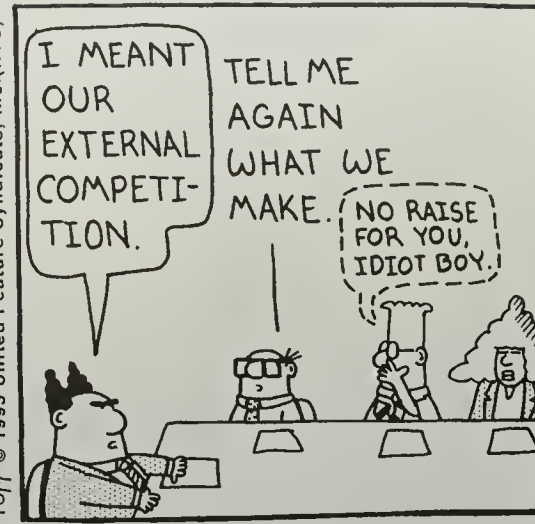


S. ADAMS

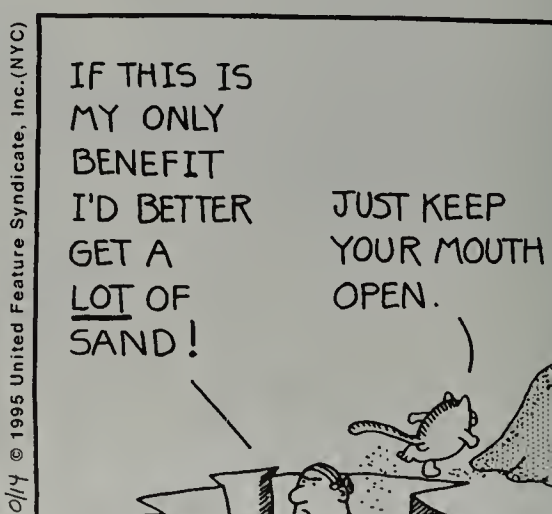
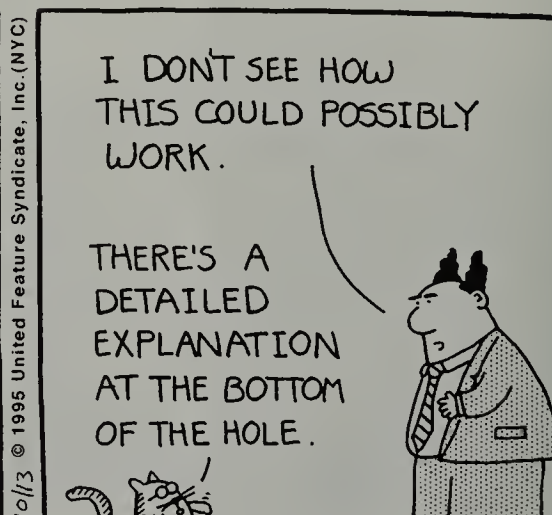
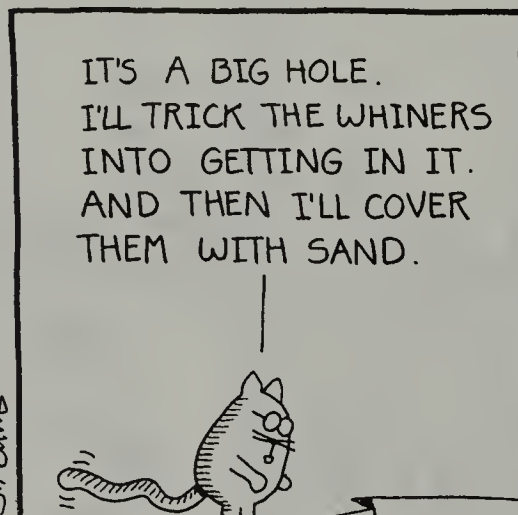
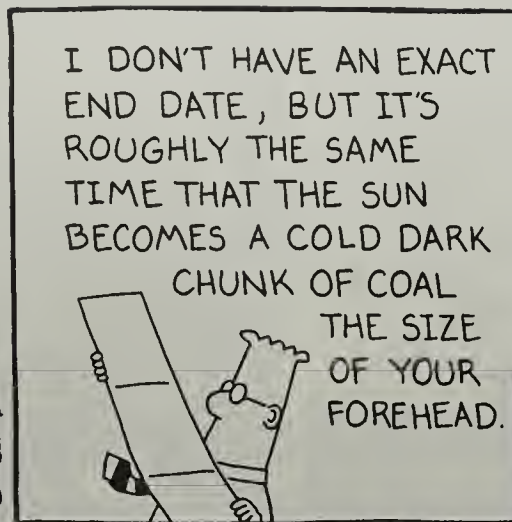
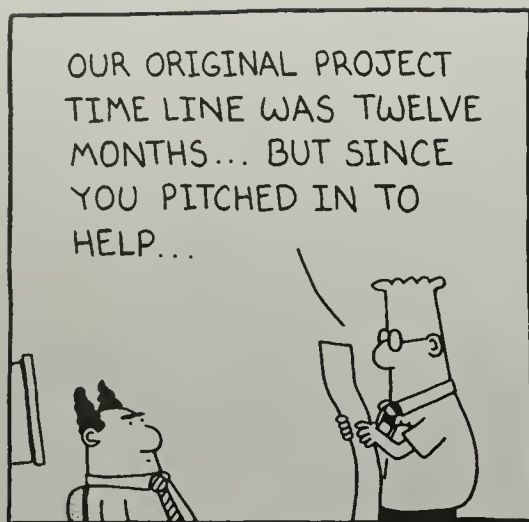


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10-8

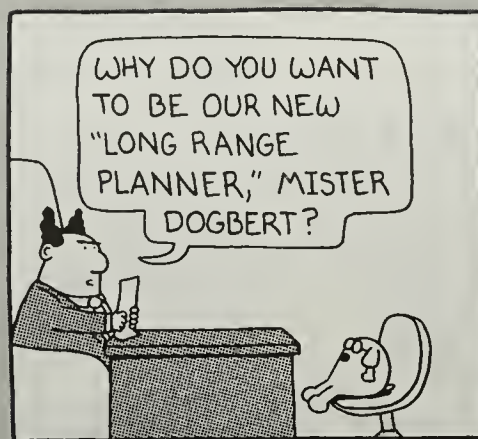




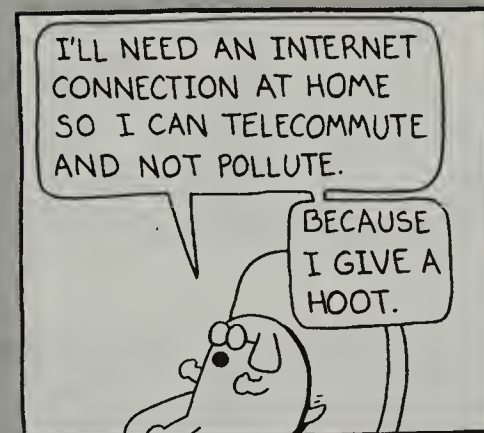
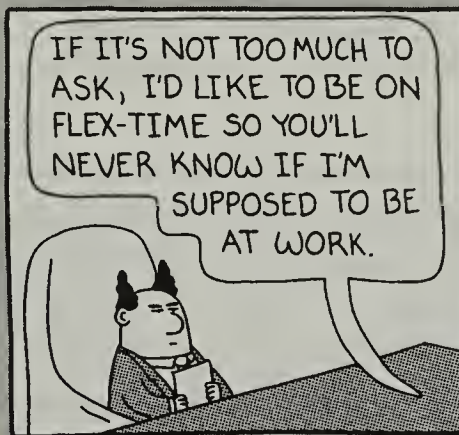
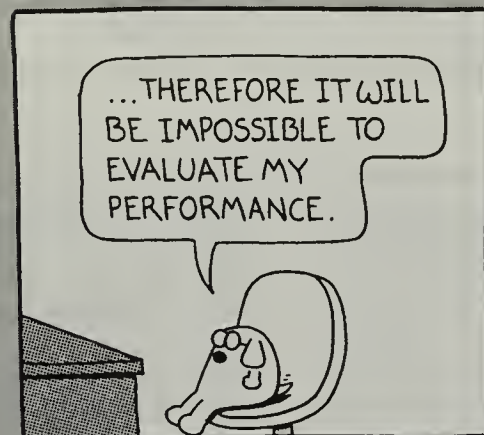
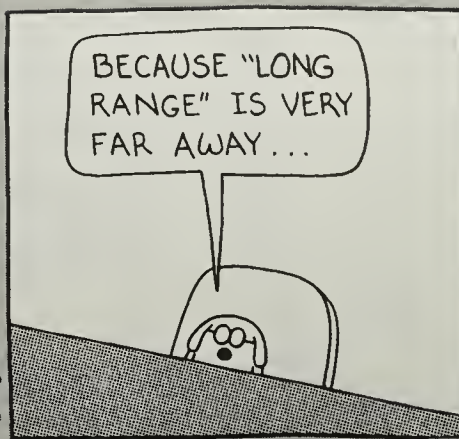




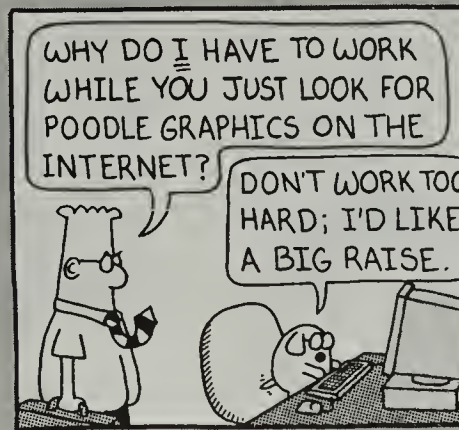


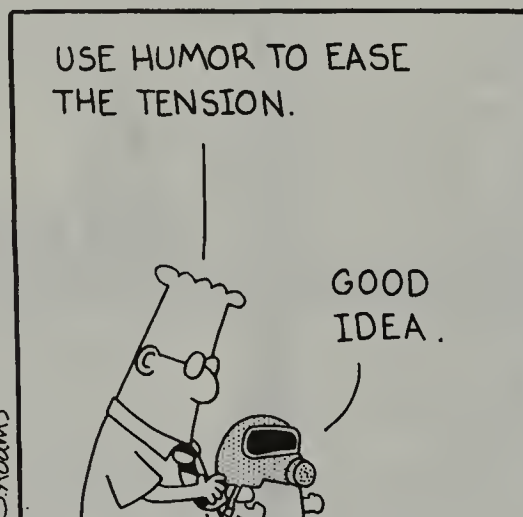
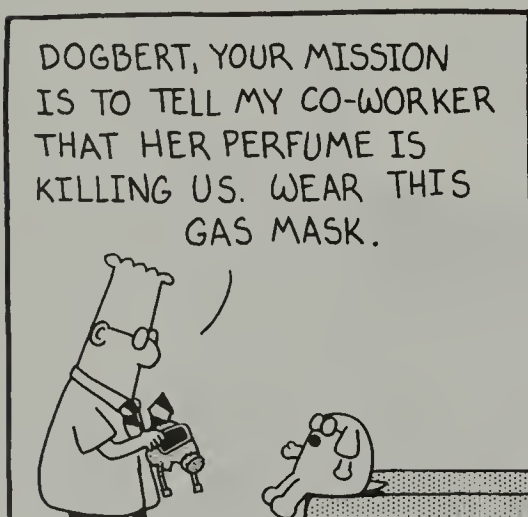


S. Adams

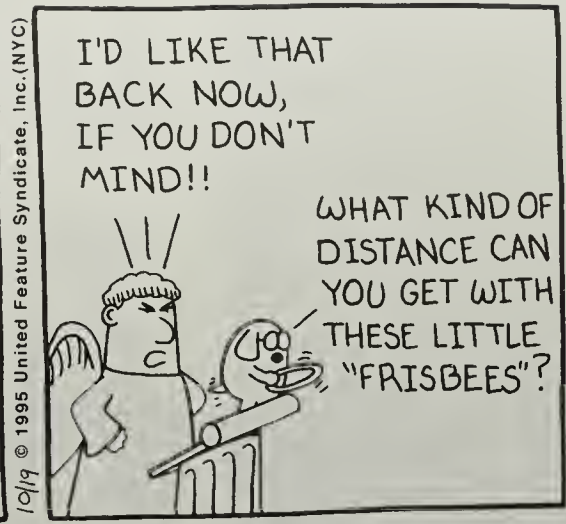


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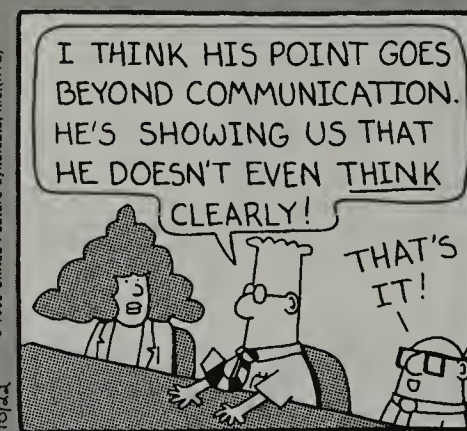
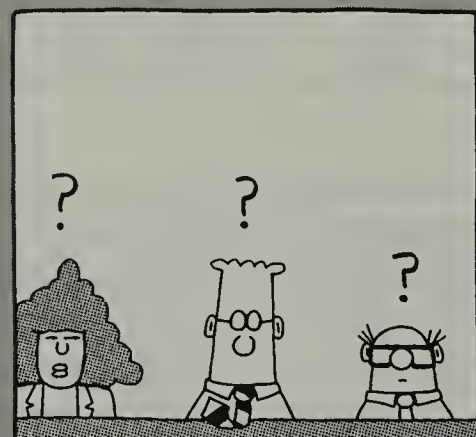
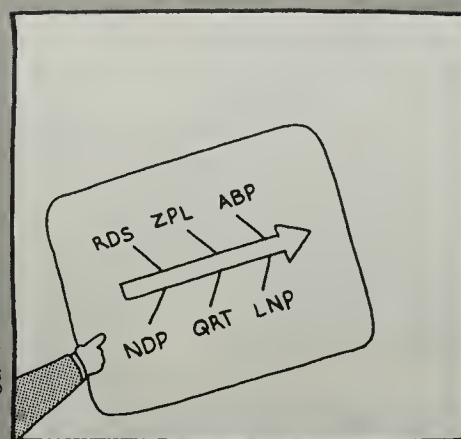


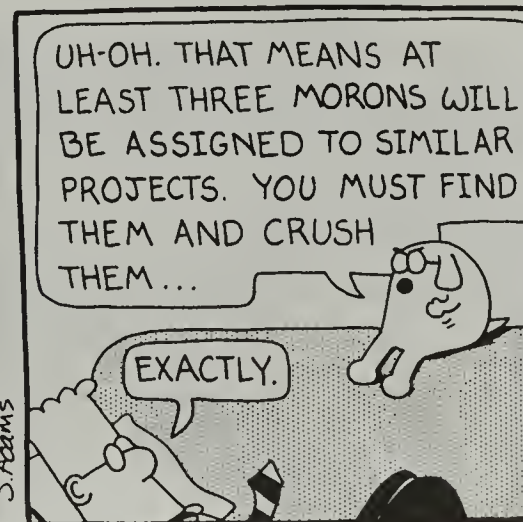
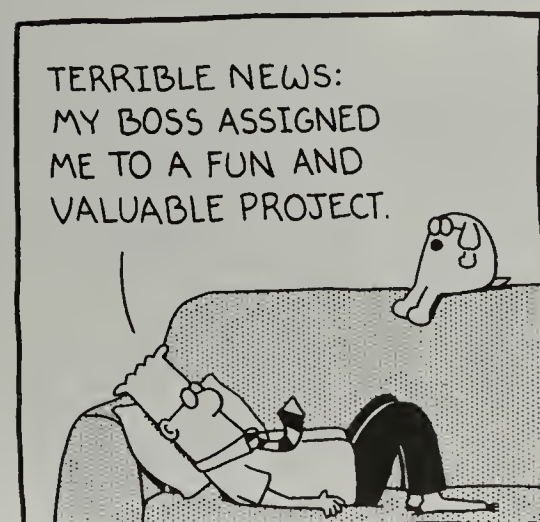
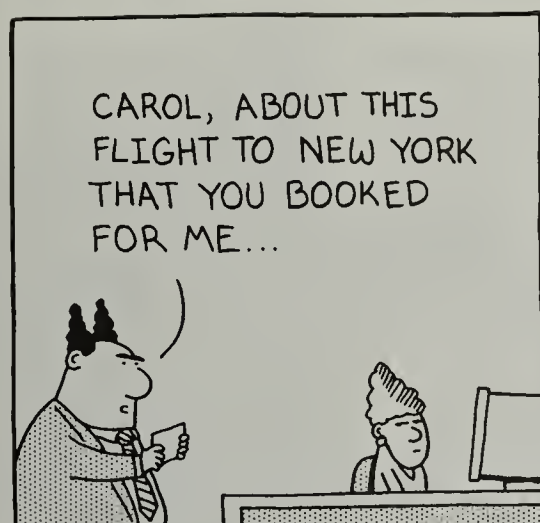
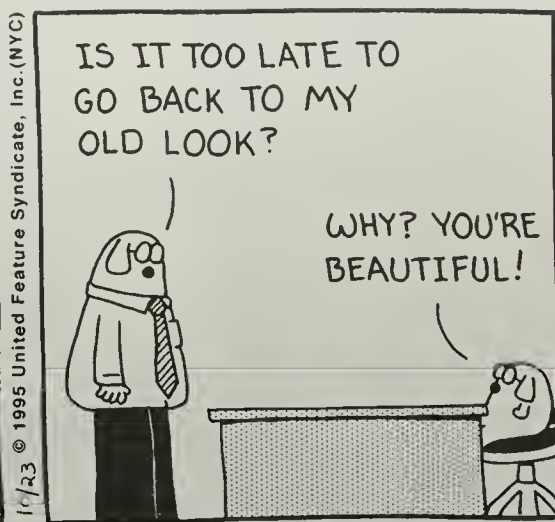
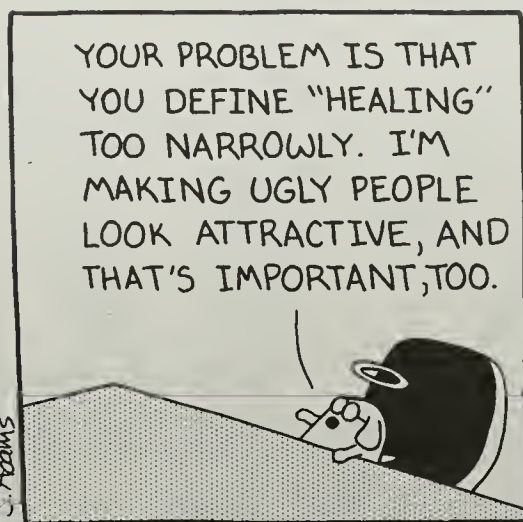




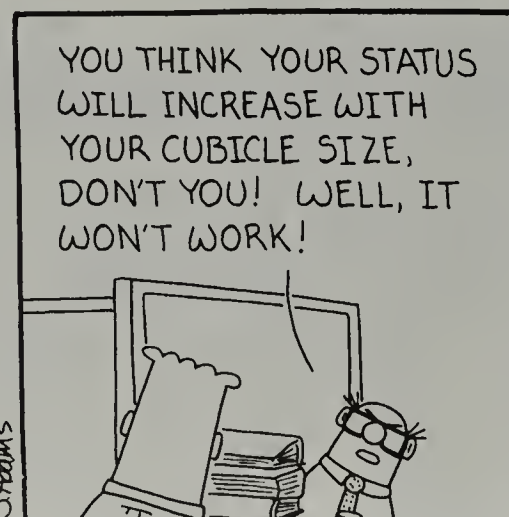
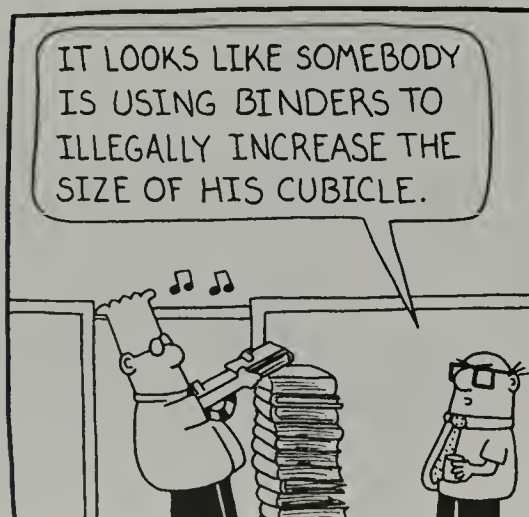
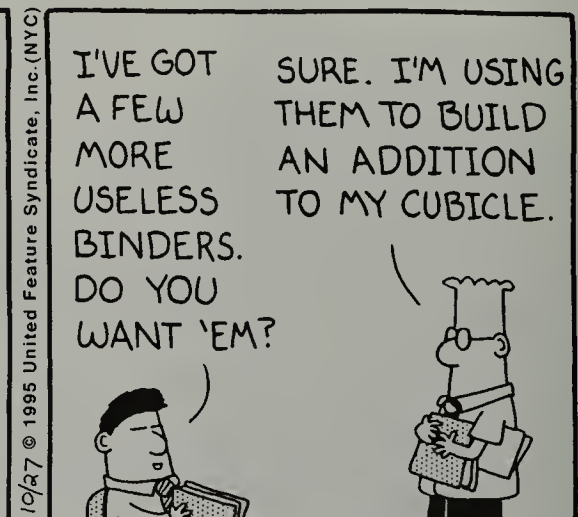
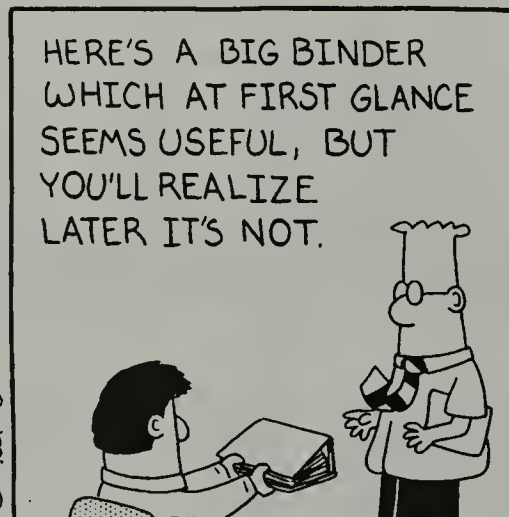
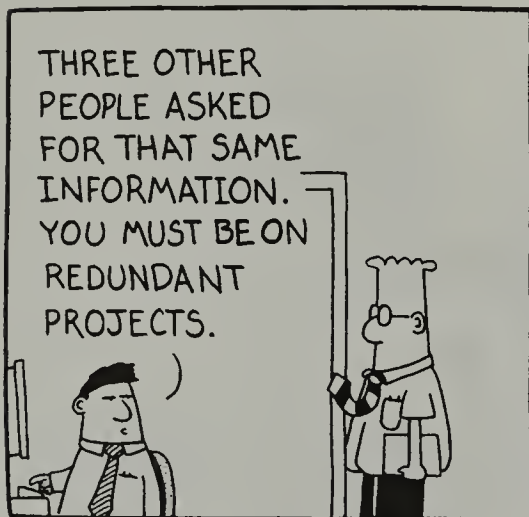
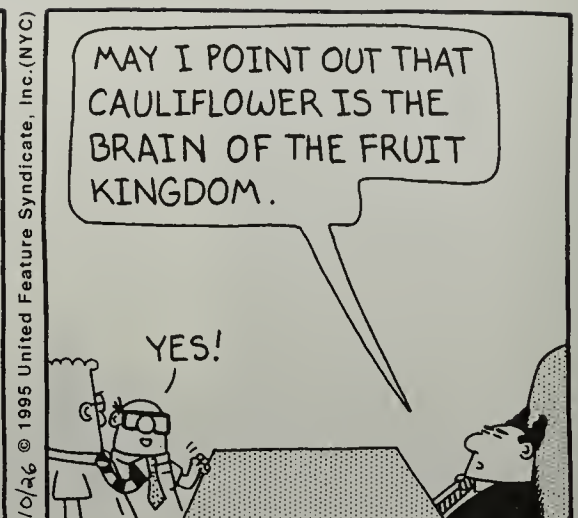
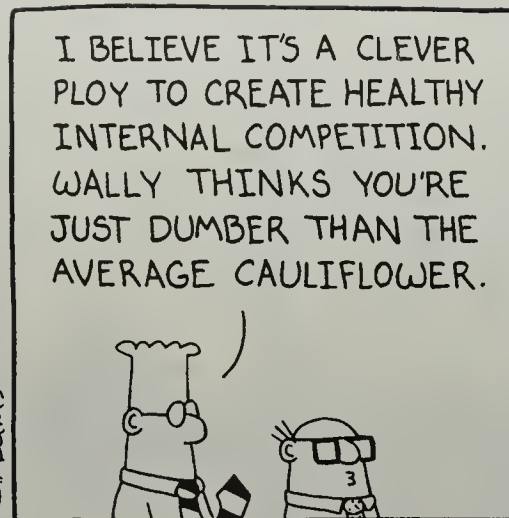
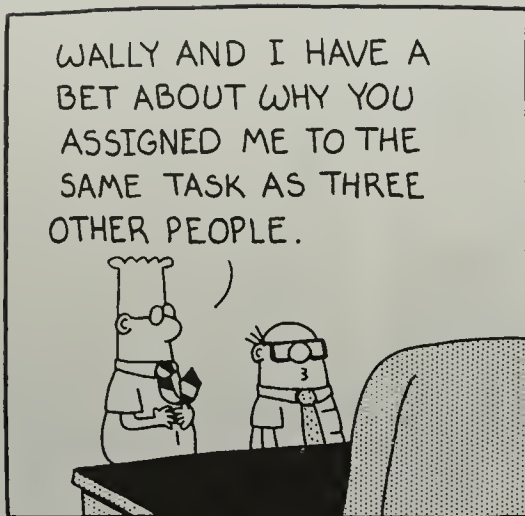




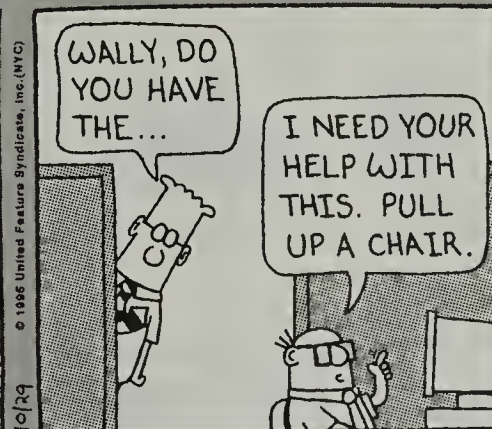
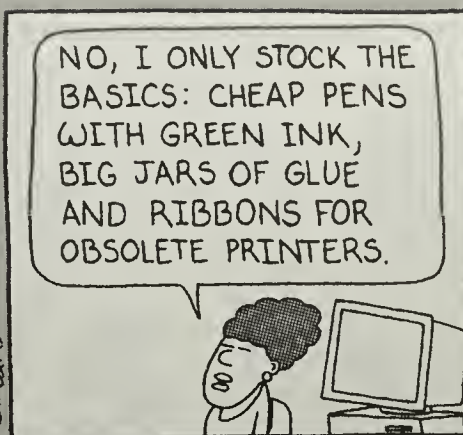


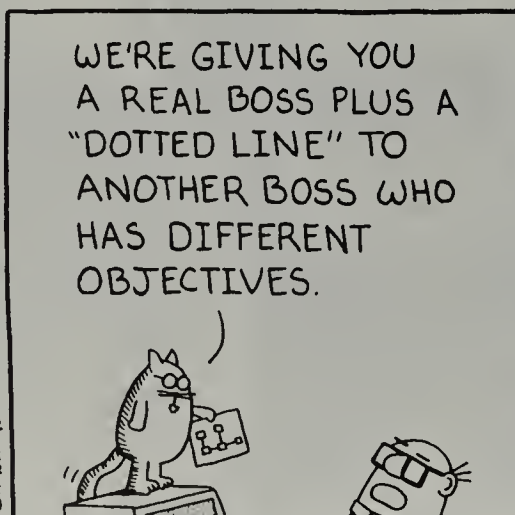
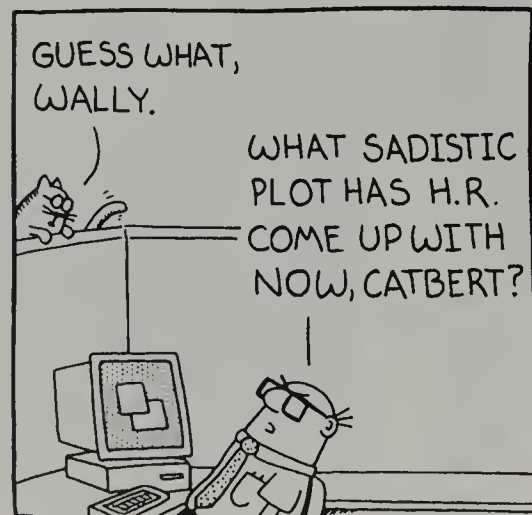
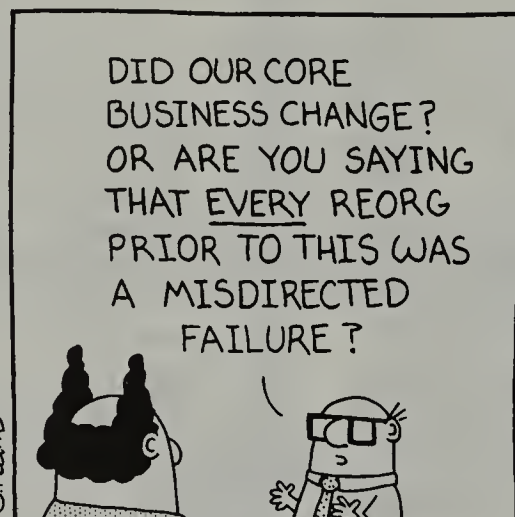
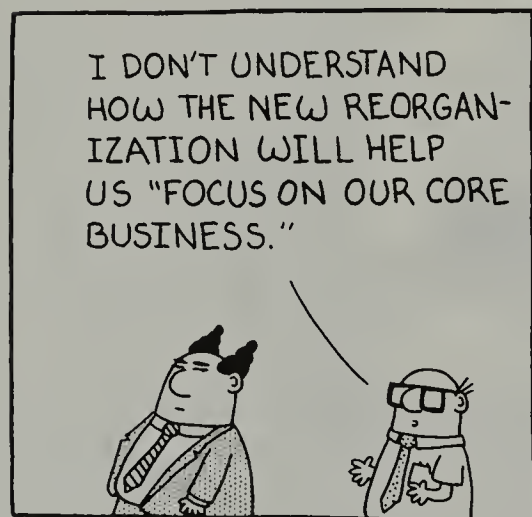
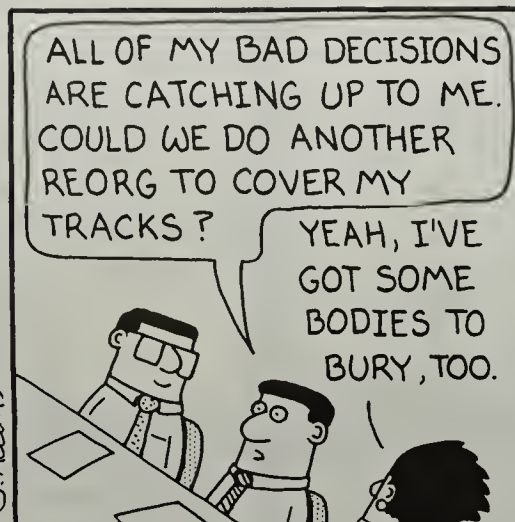




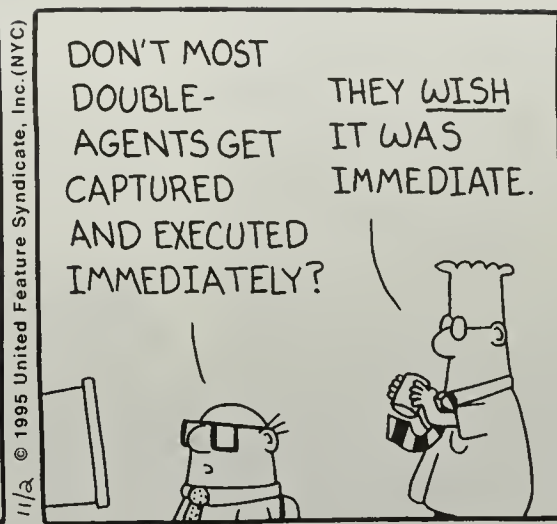








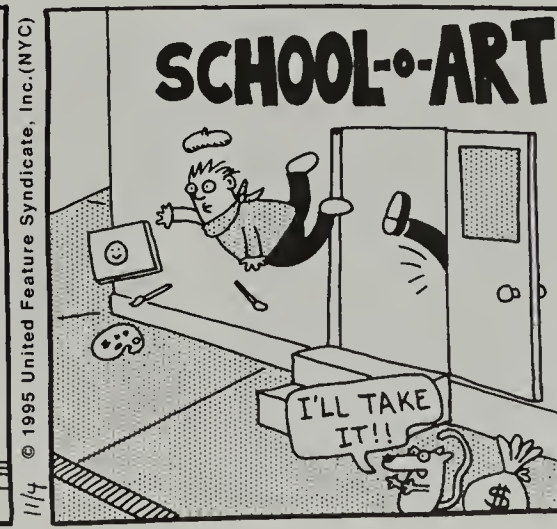




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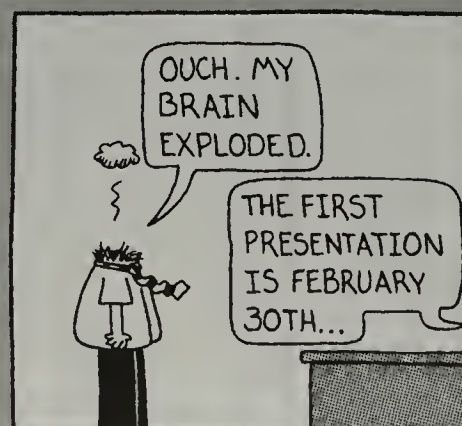
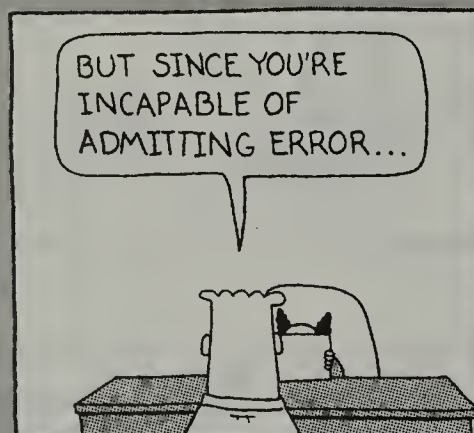
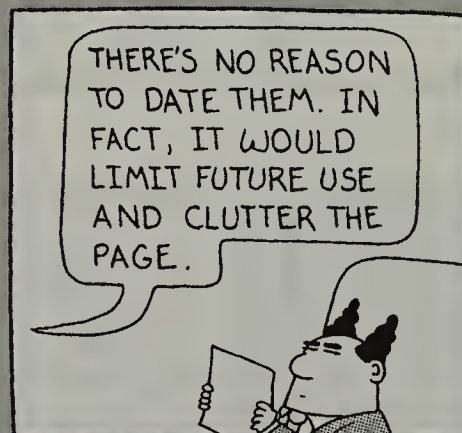
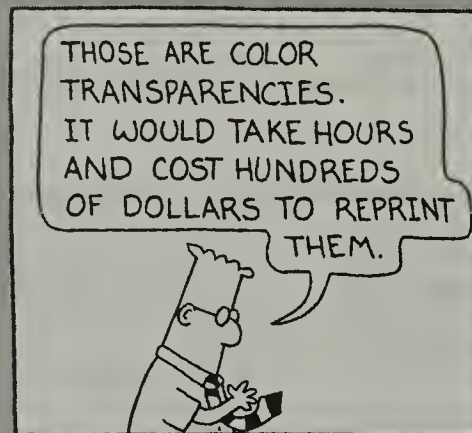


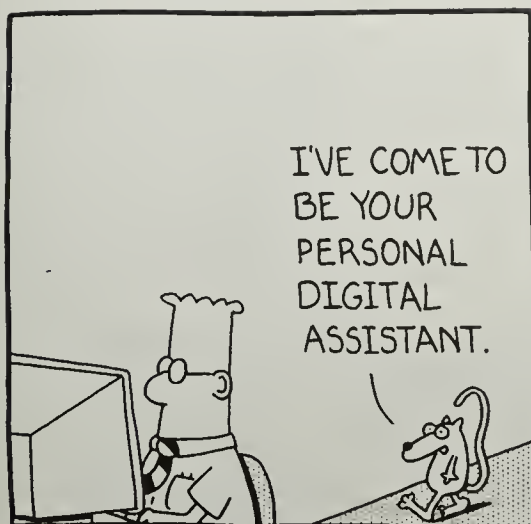
11/3 © 1995 United Feature Syndicate, Inc.(NYC)



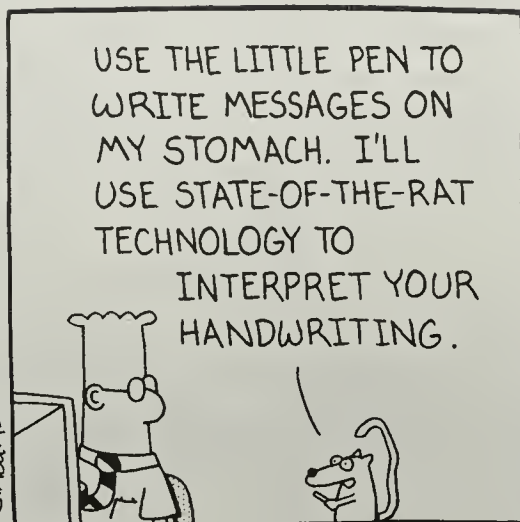
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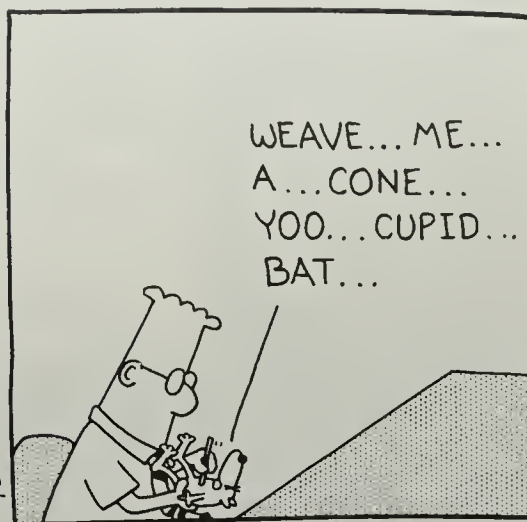




S. Adams



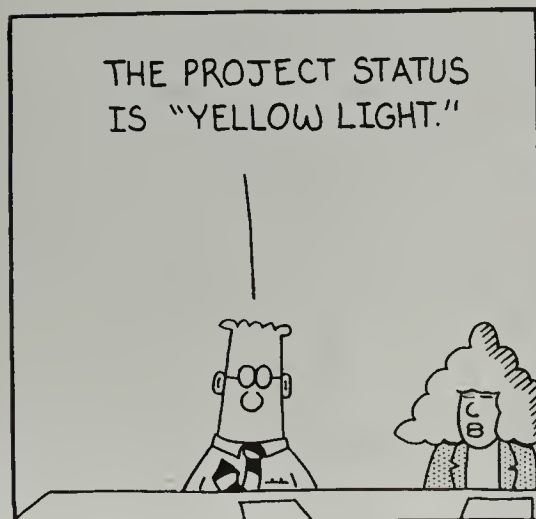
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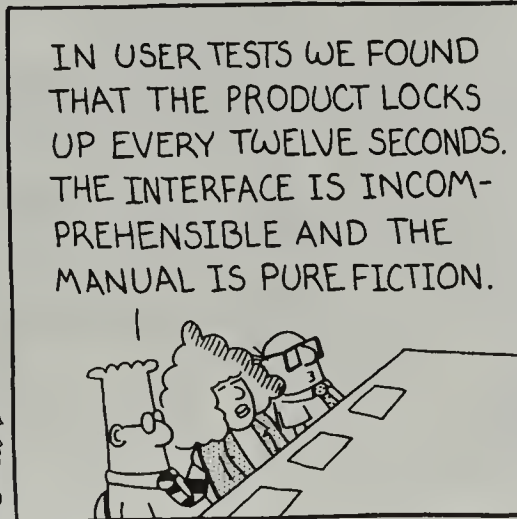
S. Adams



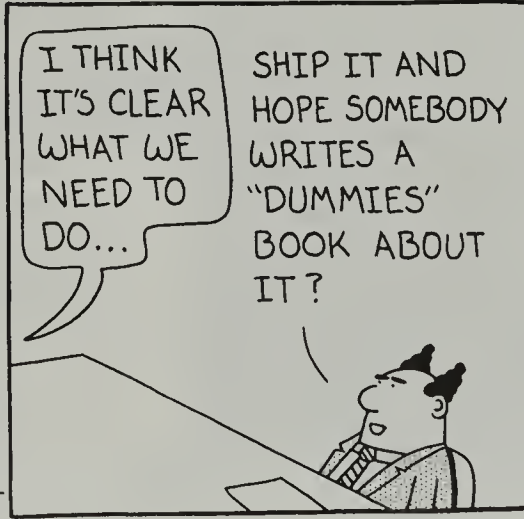
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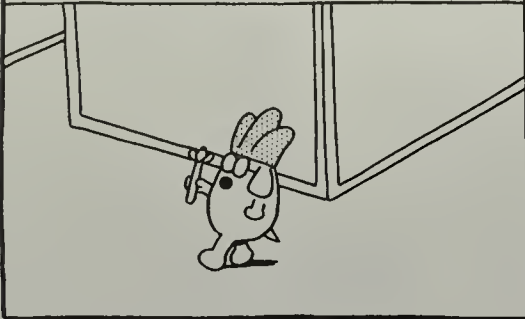
S. Adams



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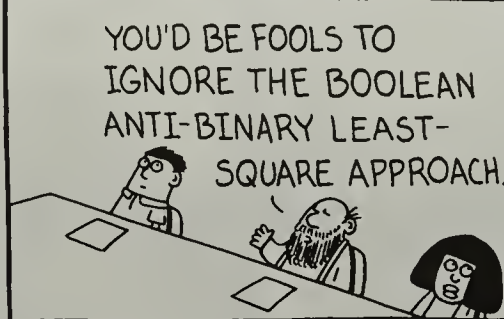


SAINT DOGBERT ENTERS  
THE LAND OF CUBICLES SEARCH-  
ING FOR THE DEMONS OF  
STUPIDITY.



S. Adams

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



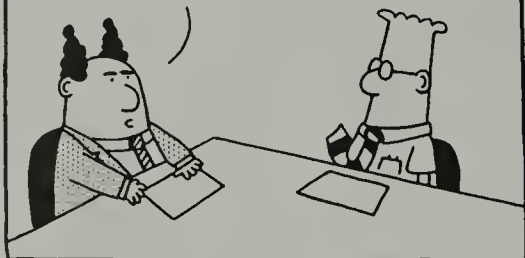
YOU'D BE FOOLS TO  
IGNORE THE BOOLEAN  
ANTI-BINARY LEAST-  
SQUARE APPROACH.

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



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



S. Adams

IT IS LOGICALLY  
IMPOSSIBLE TO  
SCHEDULE FOR THE  
UNKNOWN.



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

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



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

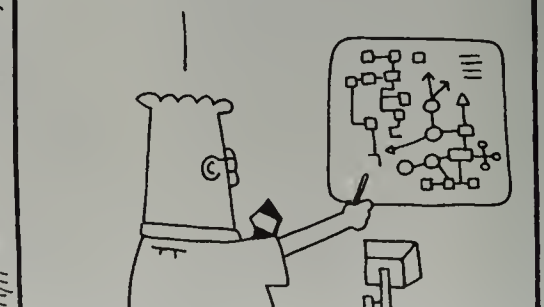


S. Adams

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

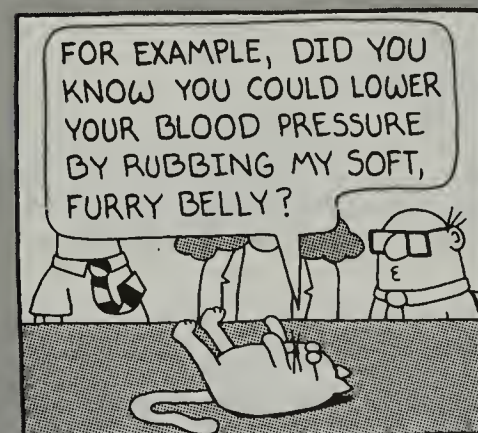
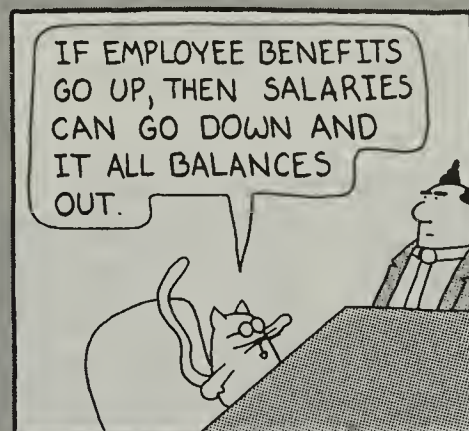
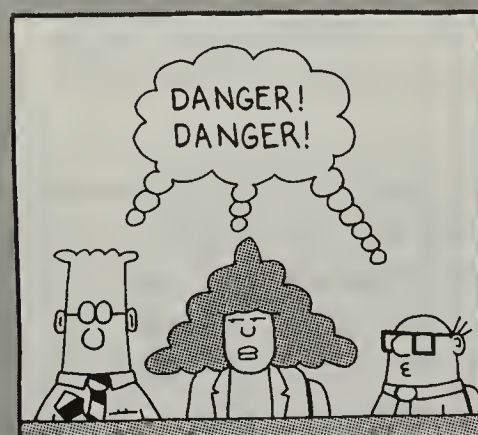


FRANKLY, IT'S BECAUSE I  
LIKE MAKING COMPLEX  
PICTURES MORE THAN  
I LIKE YOU.



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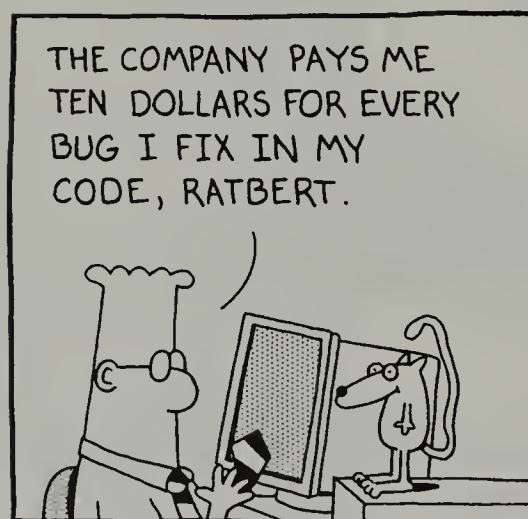




S. Adams



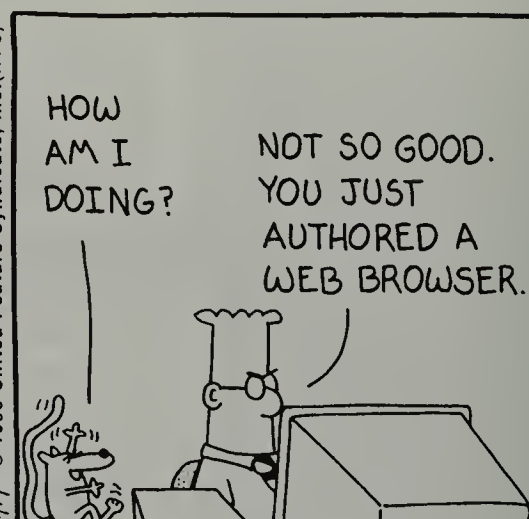
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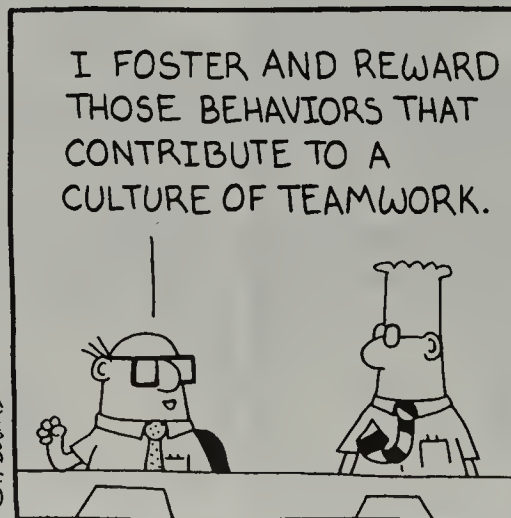
S. Adams



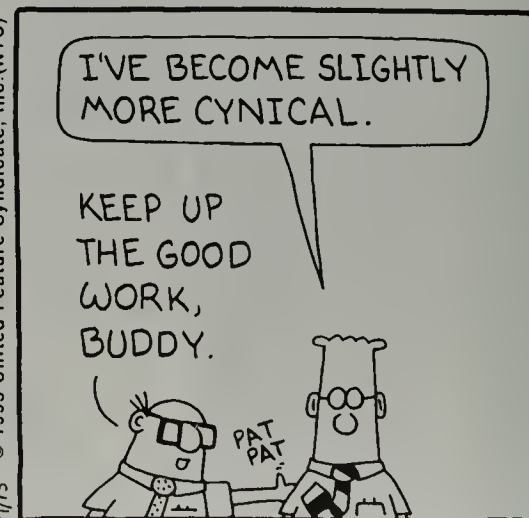
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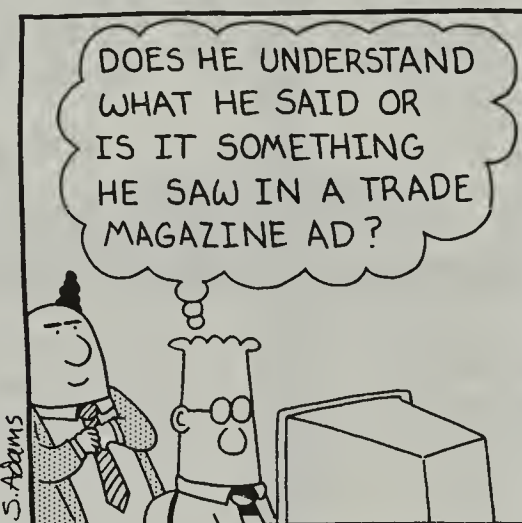
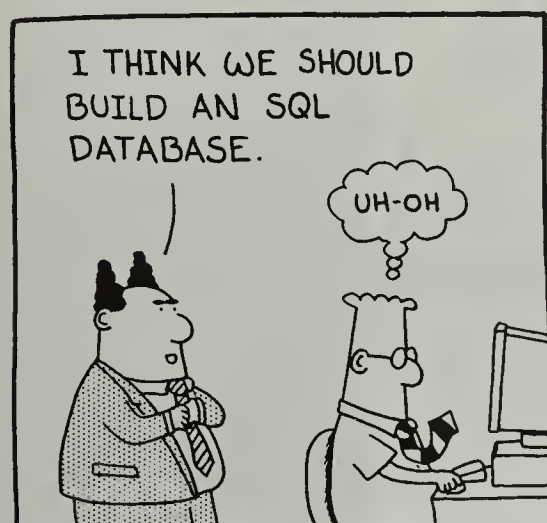
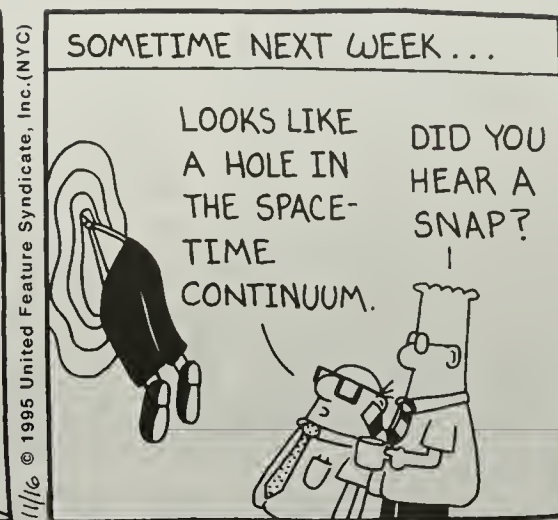
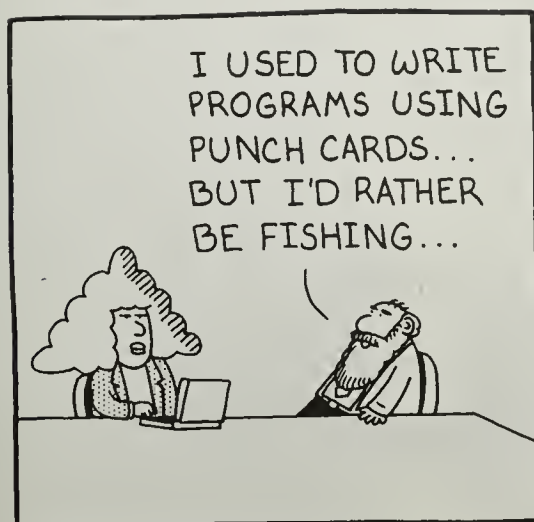
S. Adams



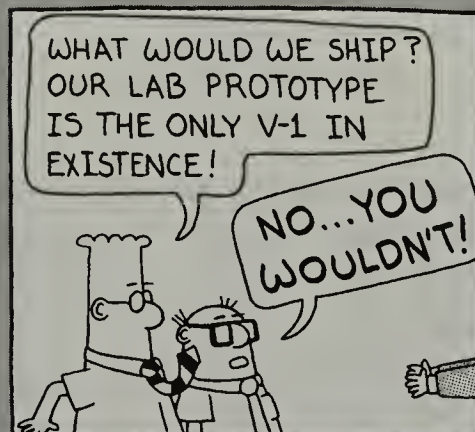
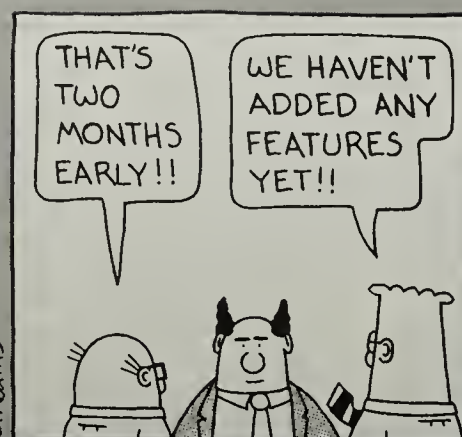
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**I'M NOT ANTI-BUSINESS,  
I'M ANTI-IDIOT**

**A DILBERT® BOOK**

**BY SCOTT ADAMS**





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



## Introduction

I'm a misunderstood cartoonist.

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

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

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

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

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

Sincerely,

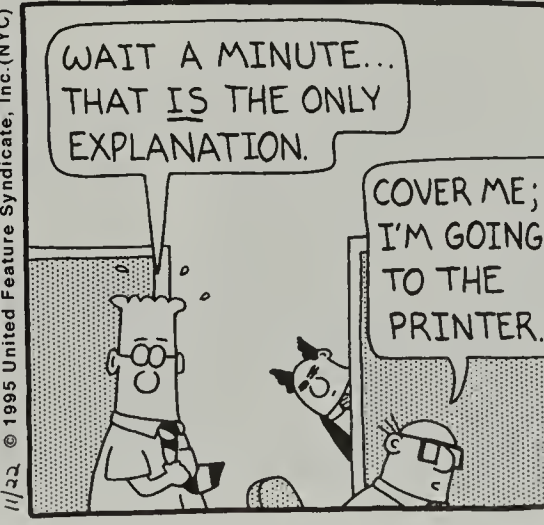
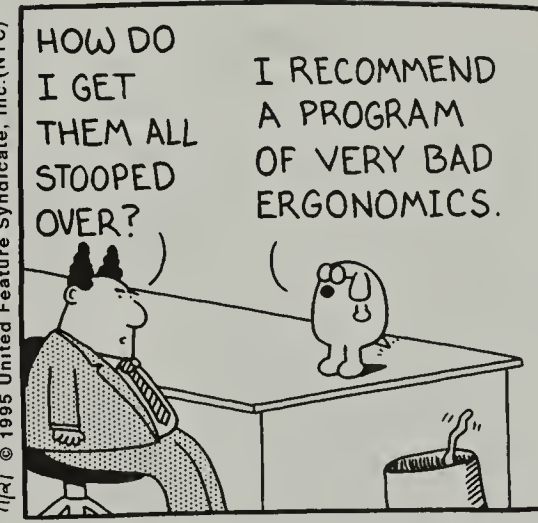
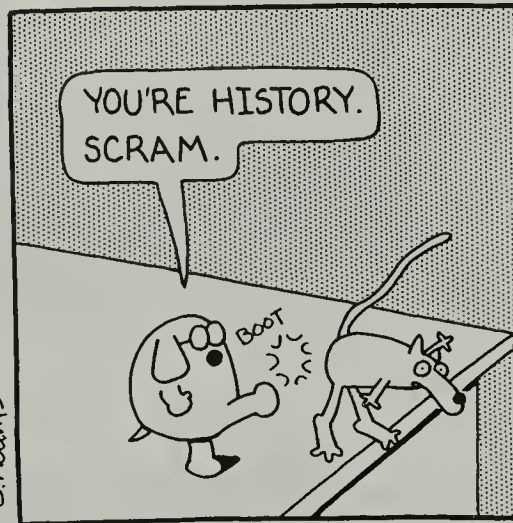
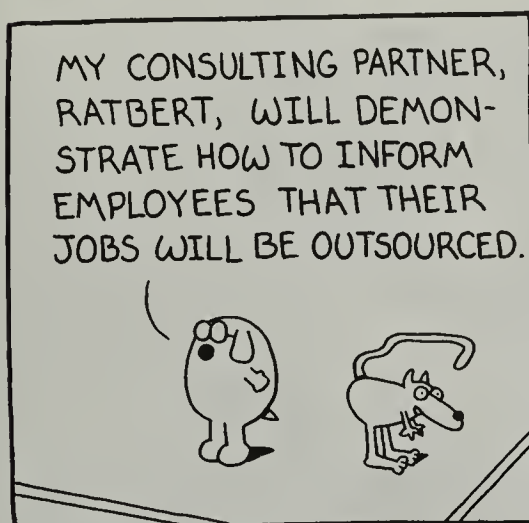
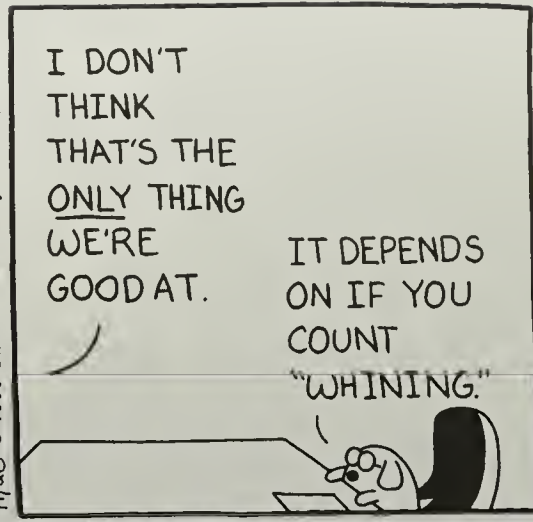
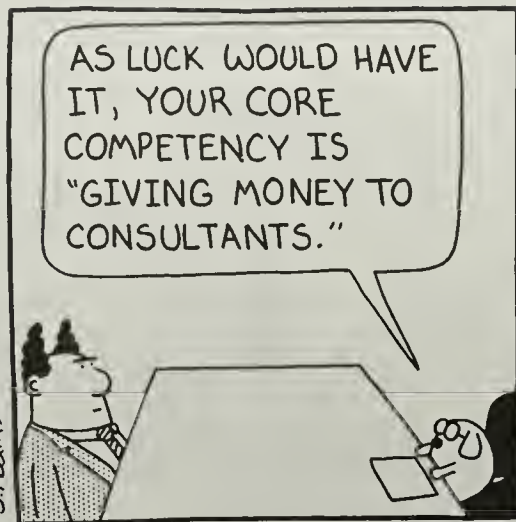
A handwritten signature in black ink that reads "S. Adams". The signature is stylized, with a large, looped "S" and a cursive "Adams".

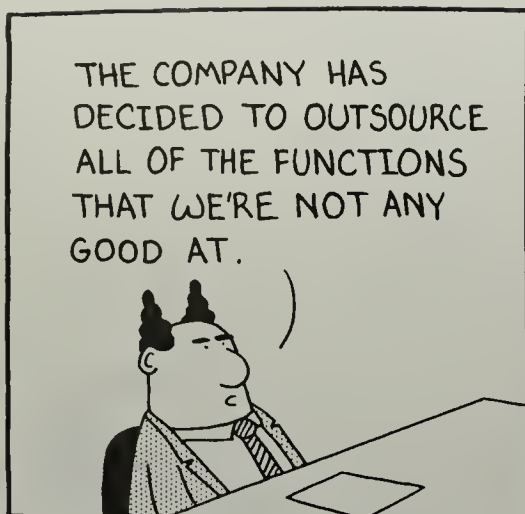
Scott Adams

\*Unless you worship unicorns.









S. Adams



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S. Adams



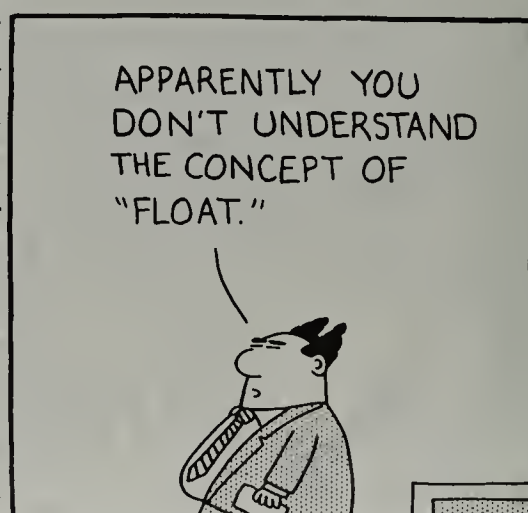
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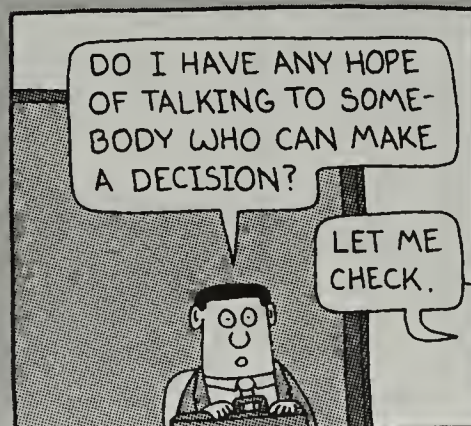
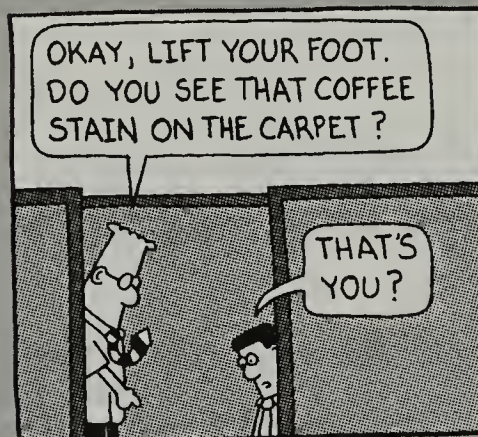
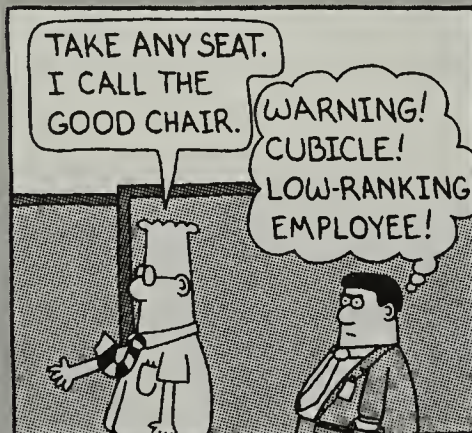
S. Adams

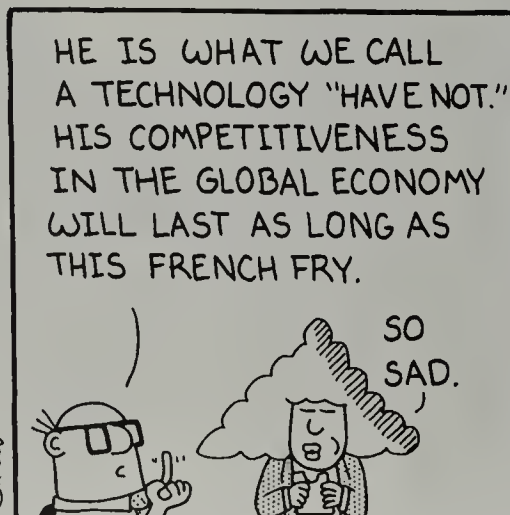
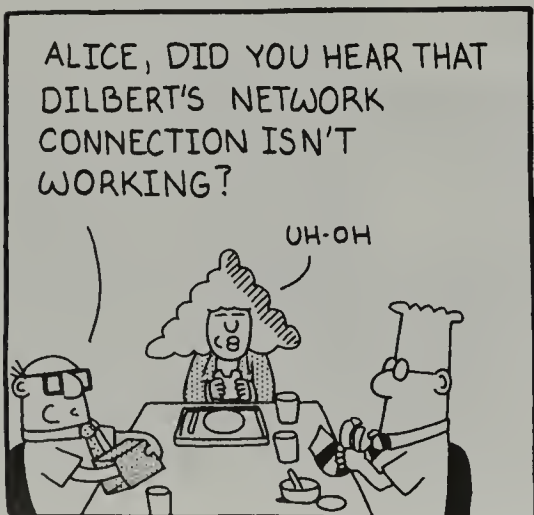
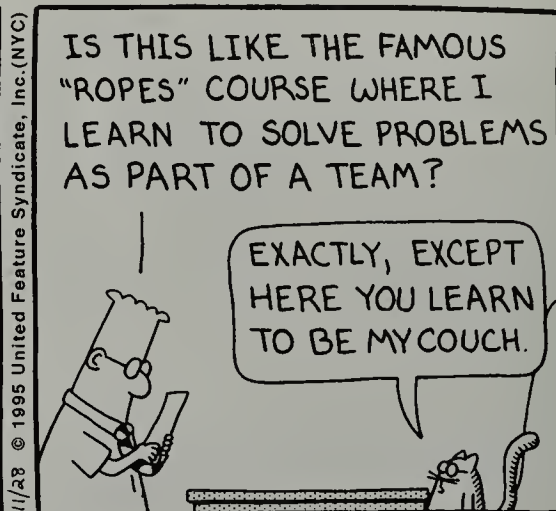
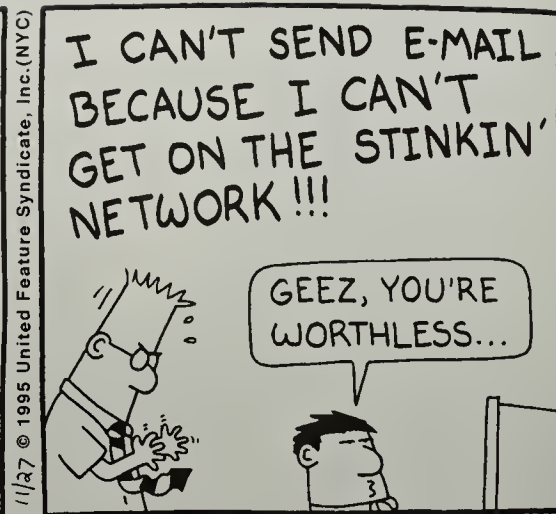


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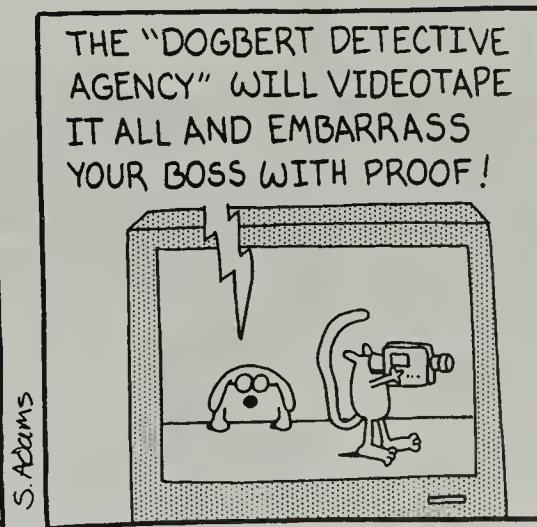
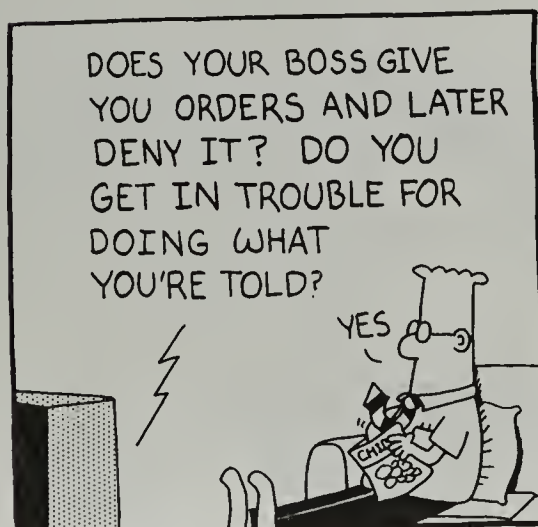
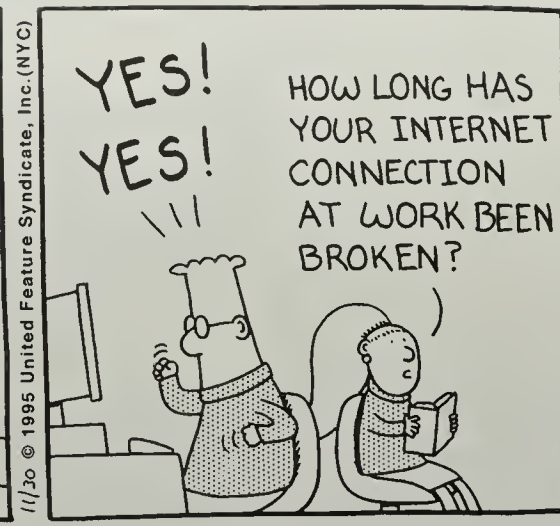
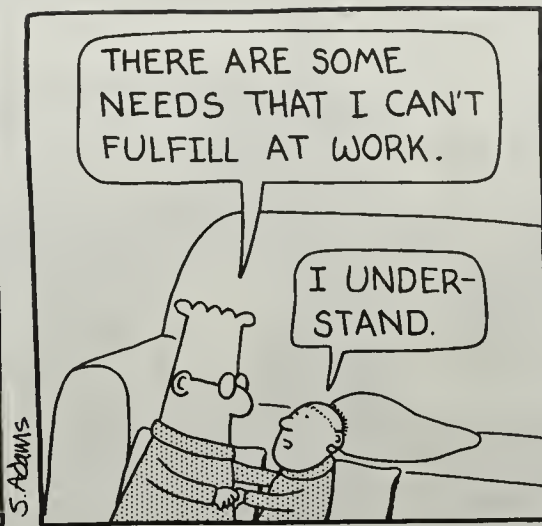




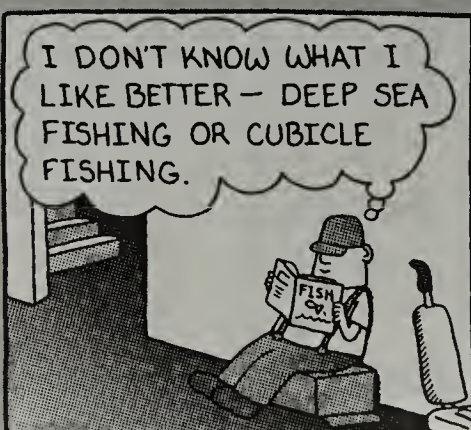
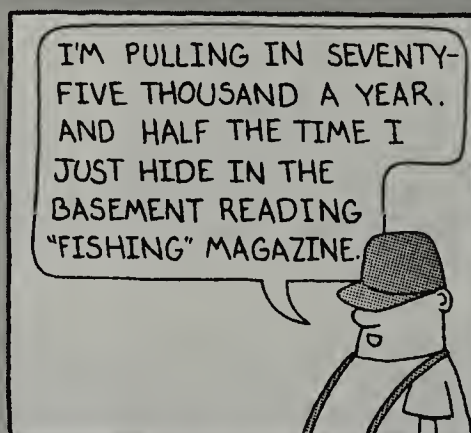










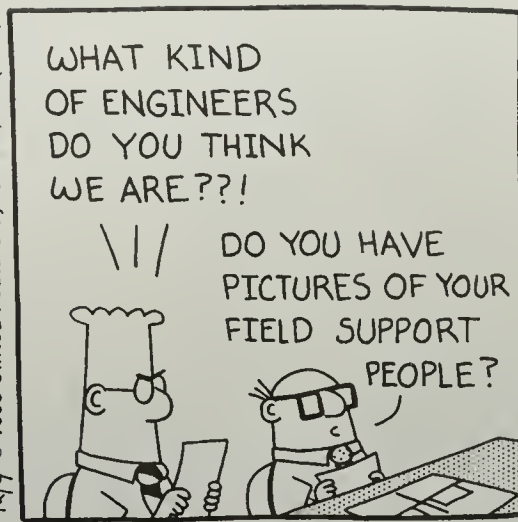




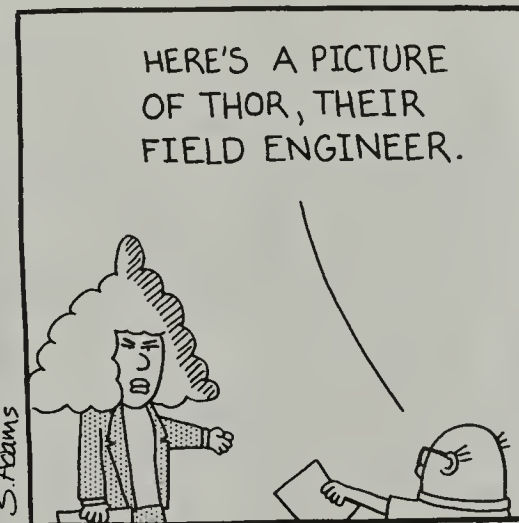
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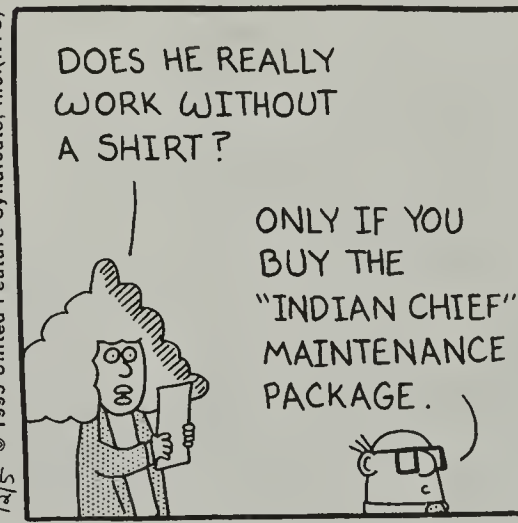
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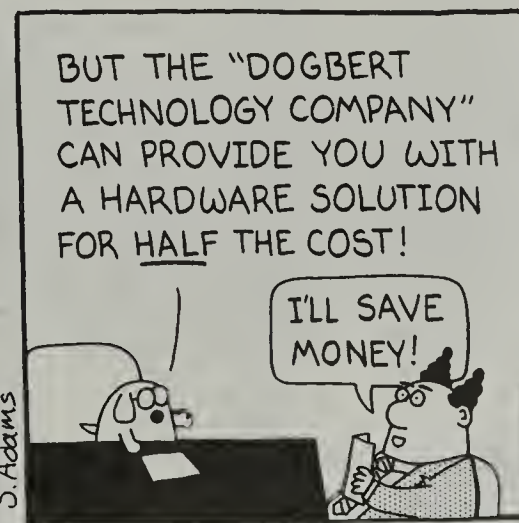
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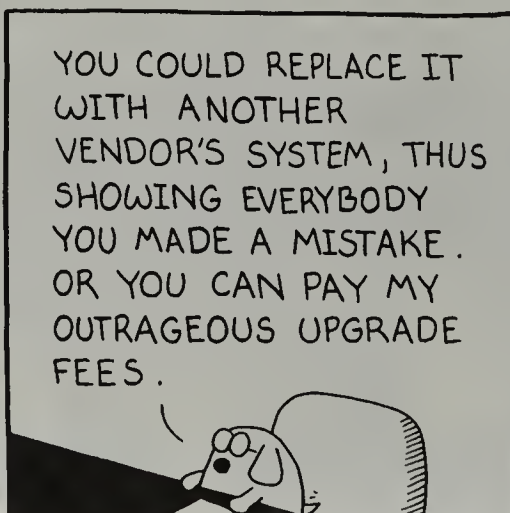
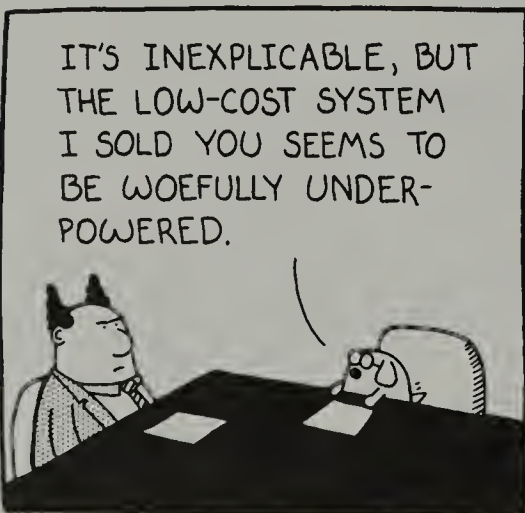
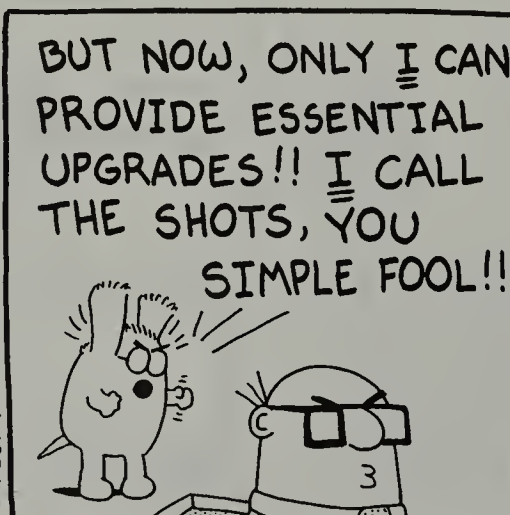
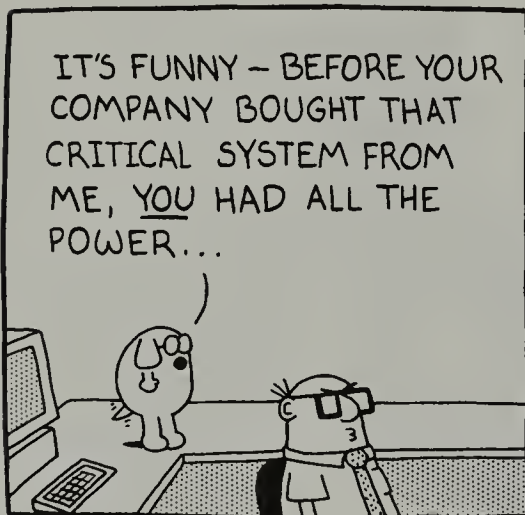
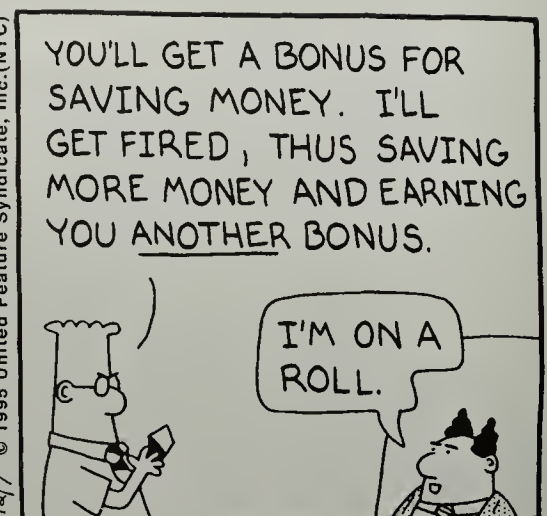
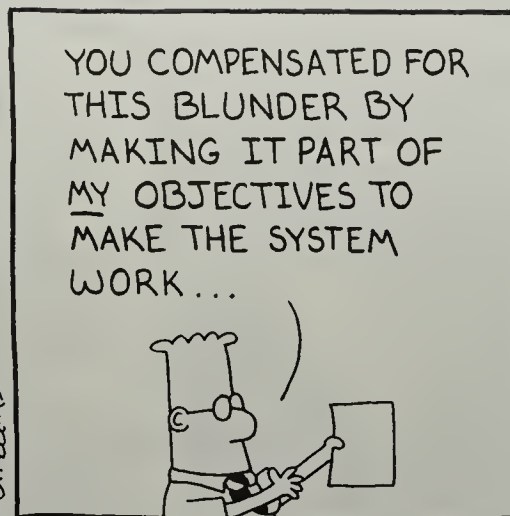
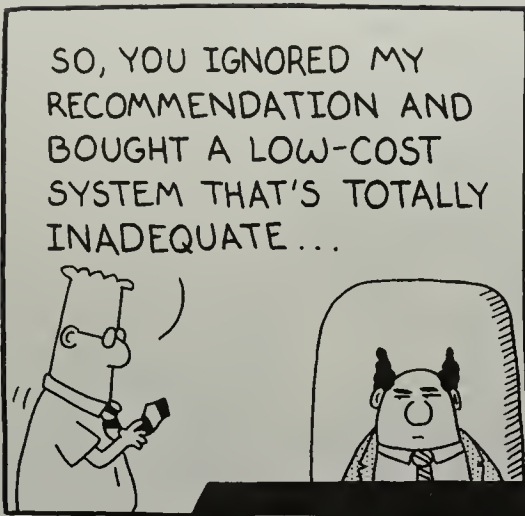
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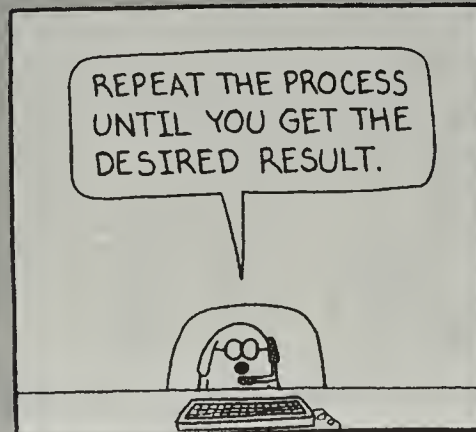
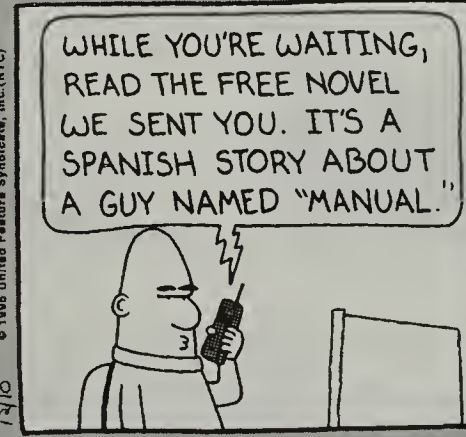
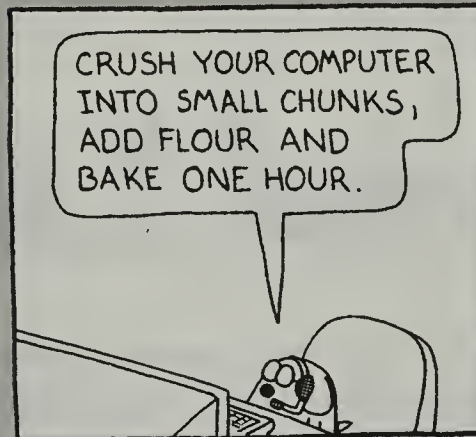
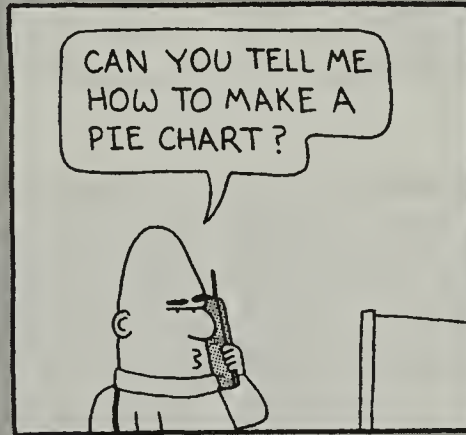
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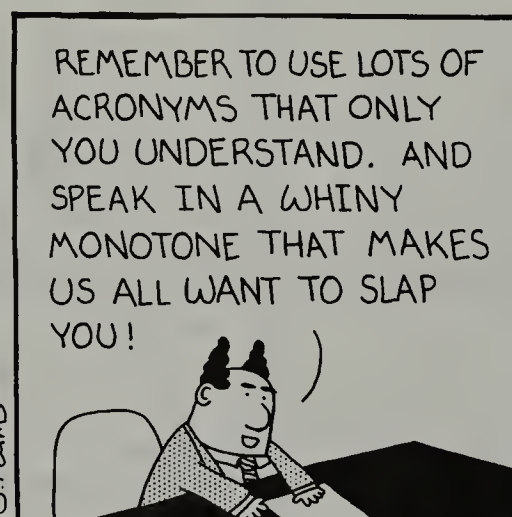
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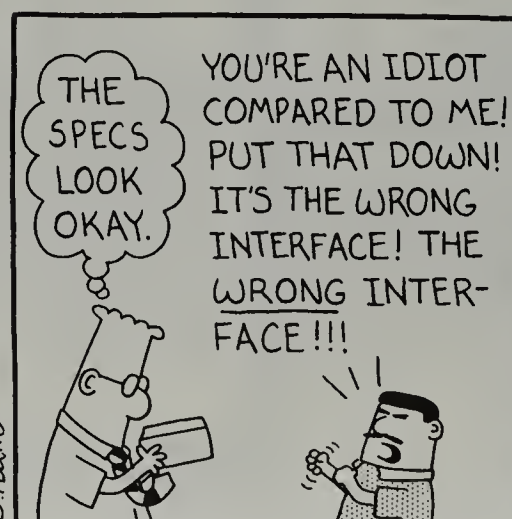
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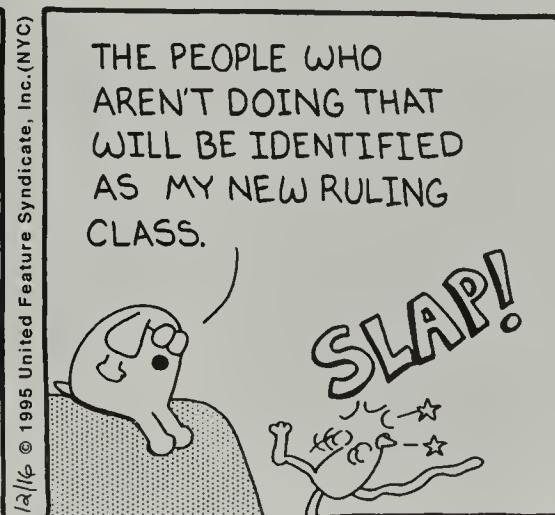
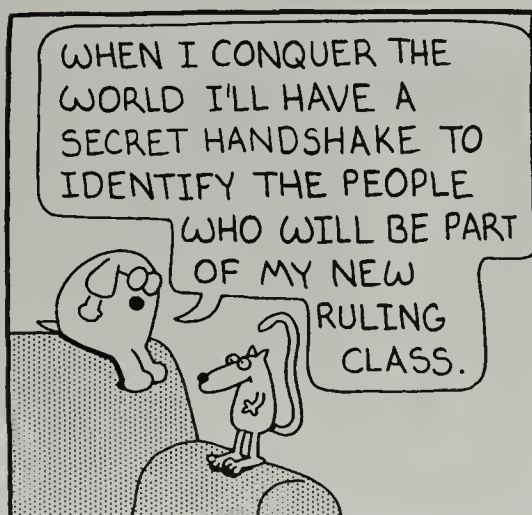
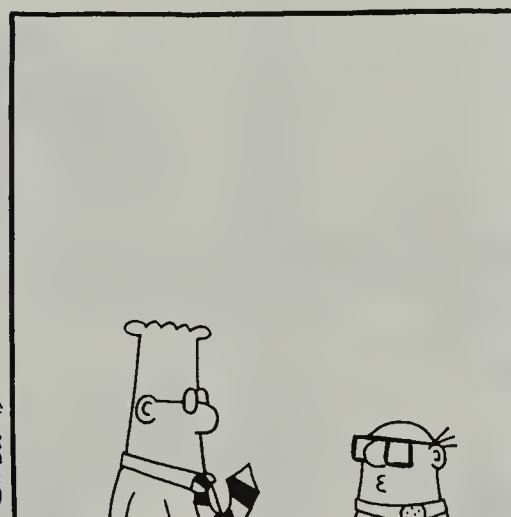
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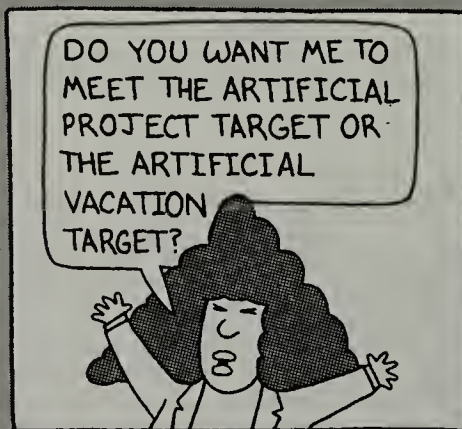
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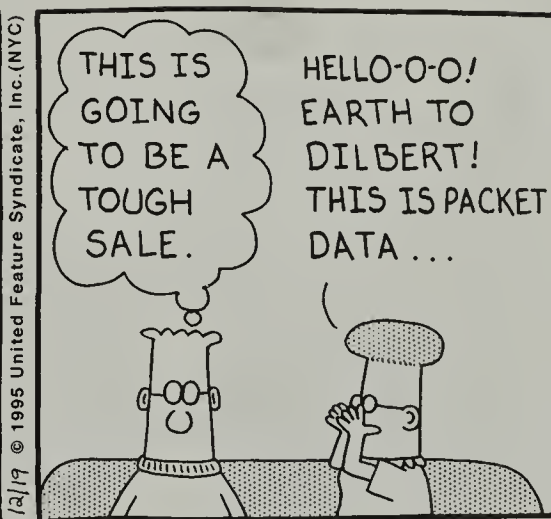
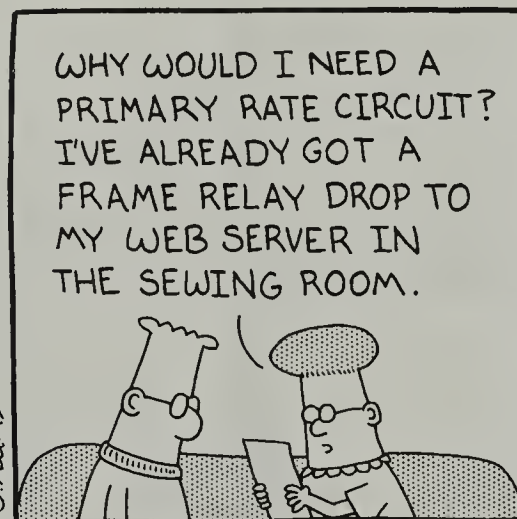
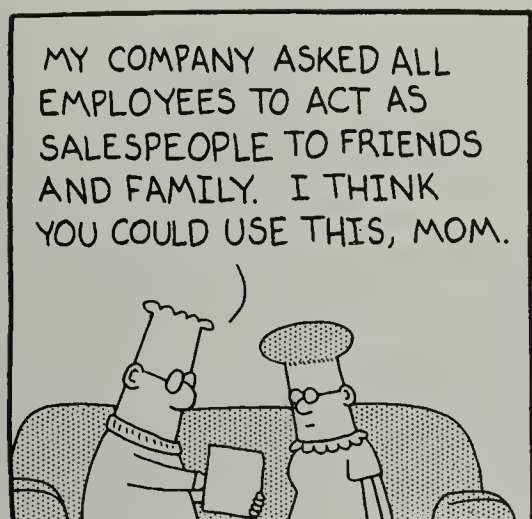
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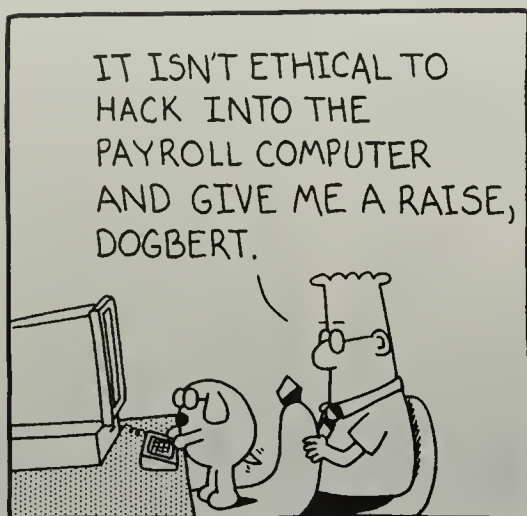


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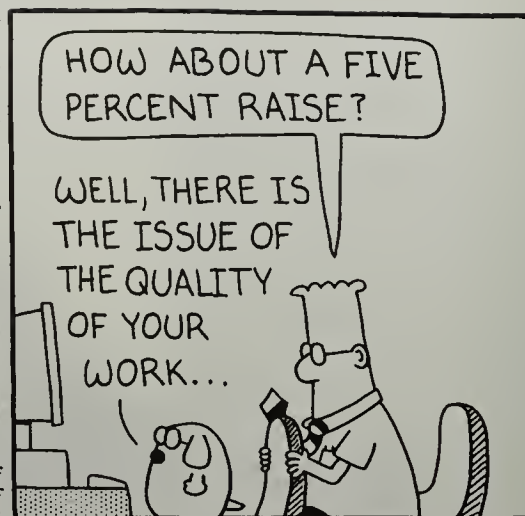




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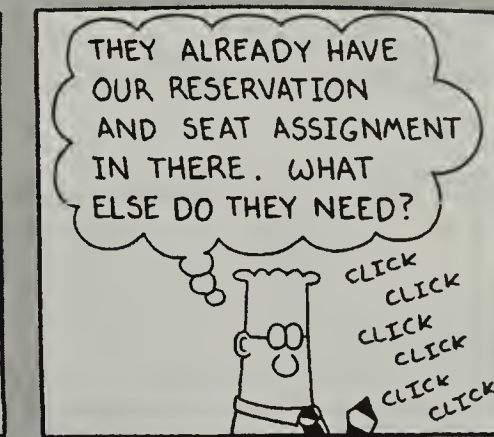
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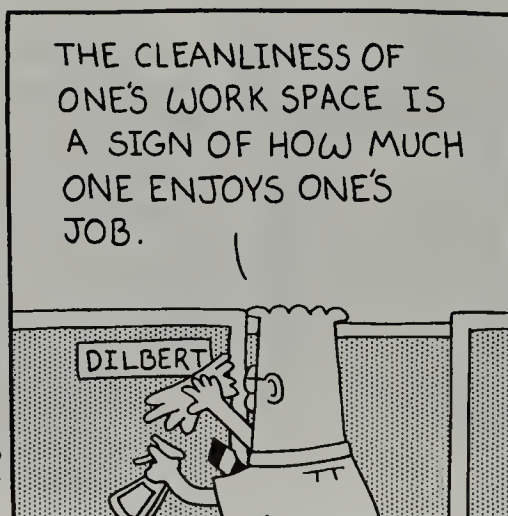
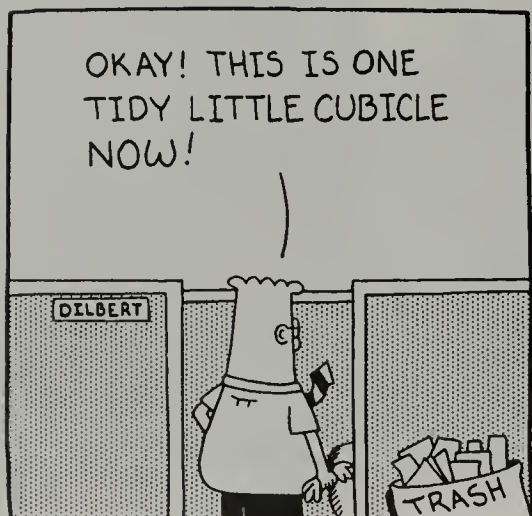
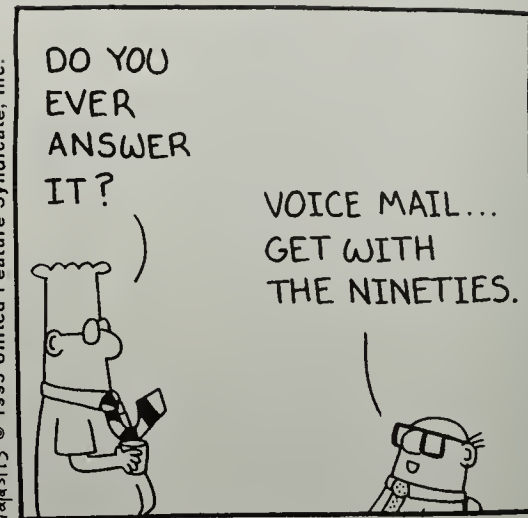




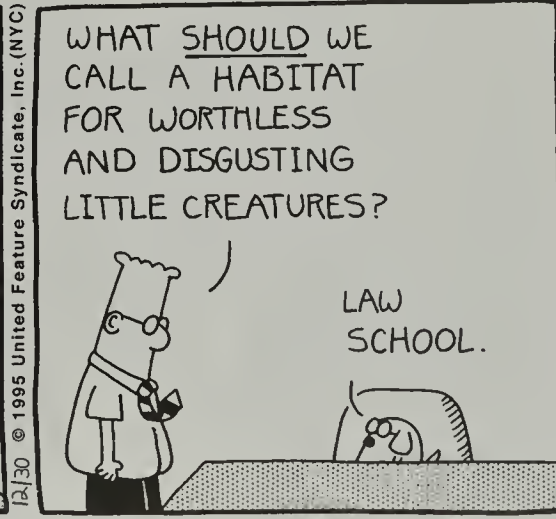
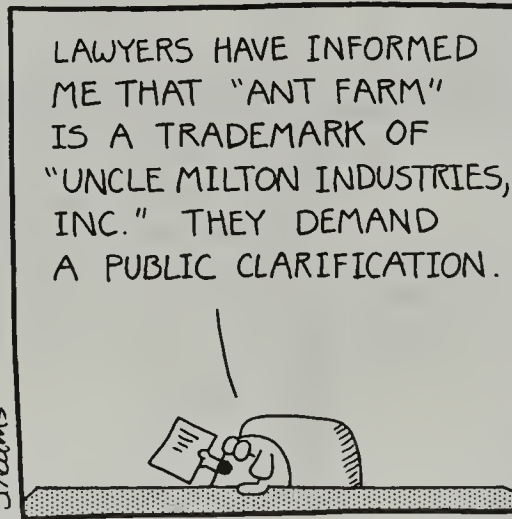
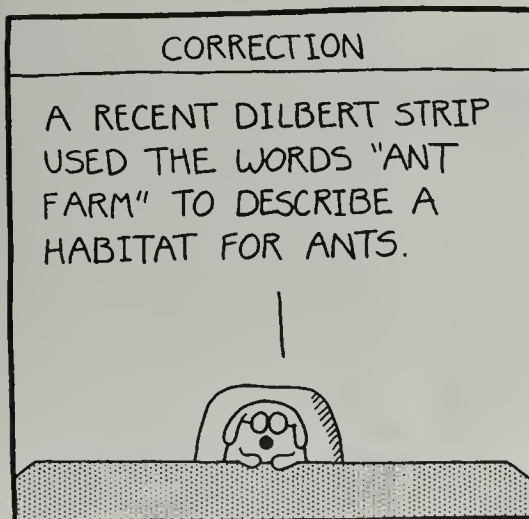
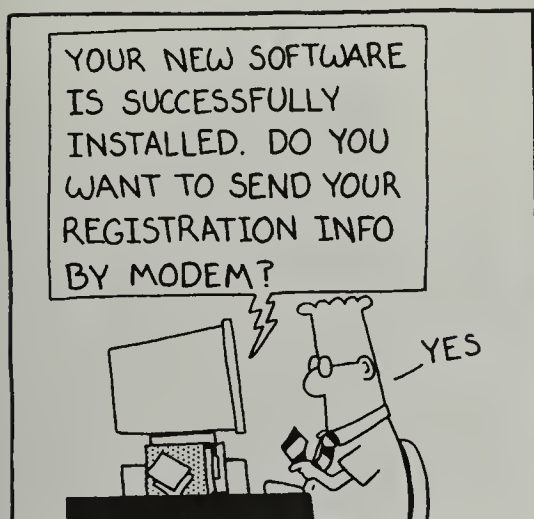
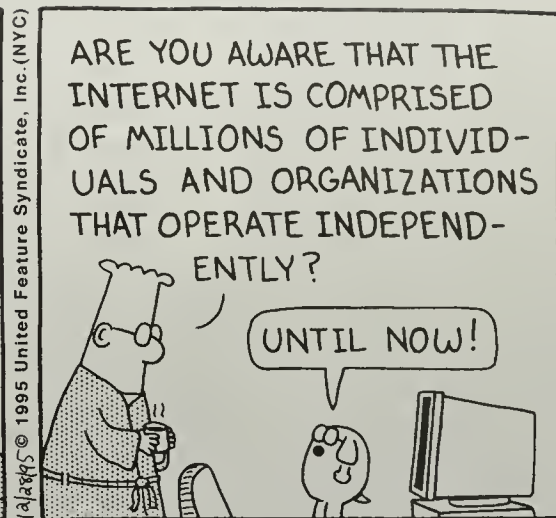
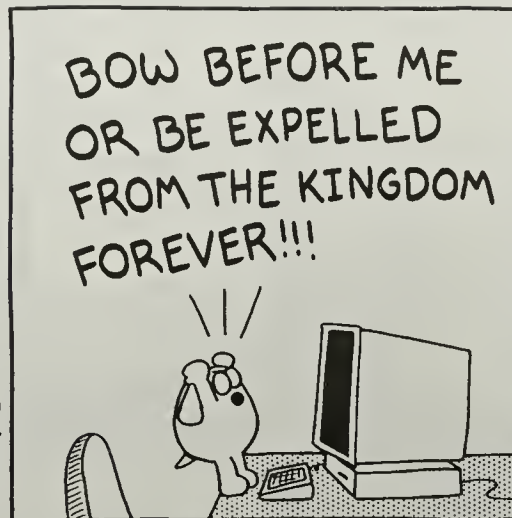
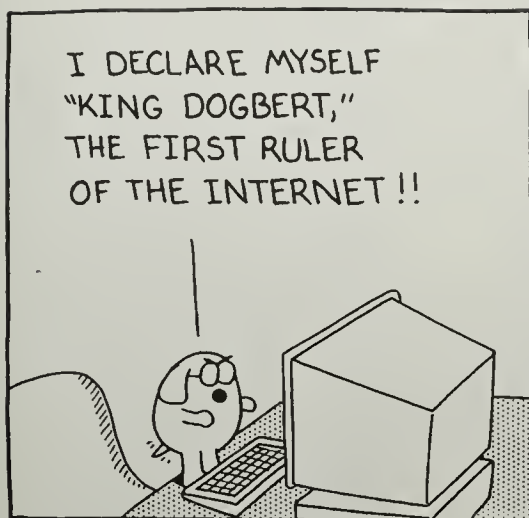
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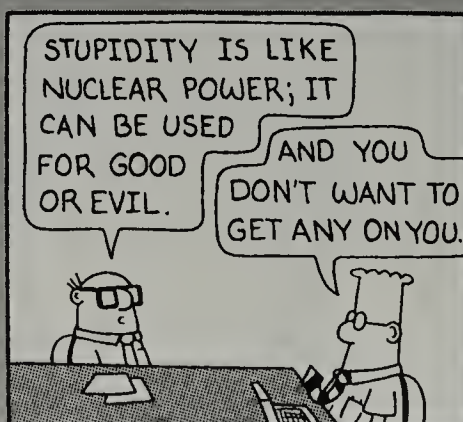
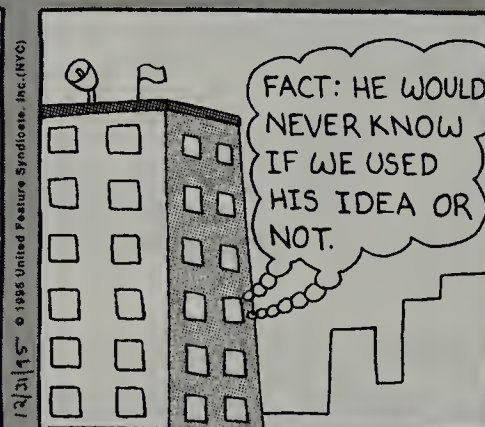
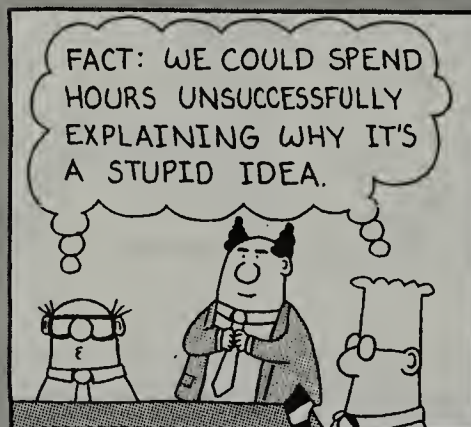
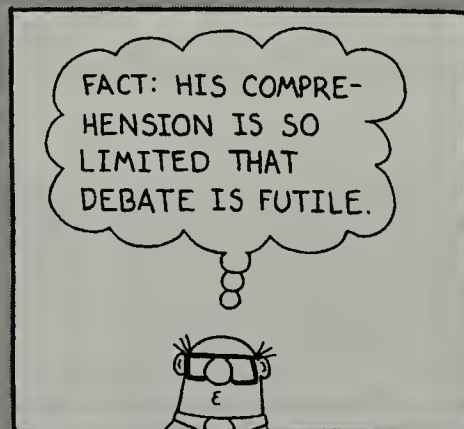
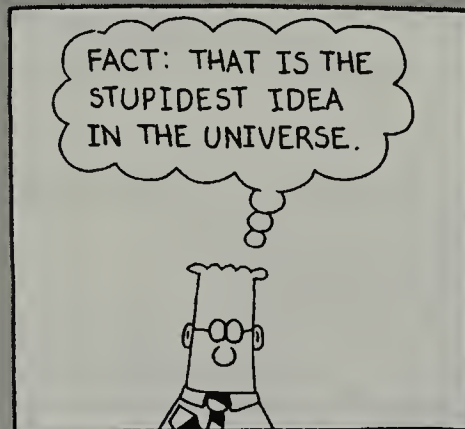
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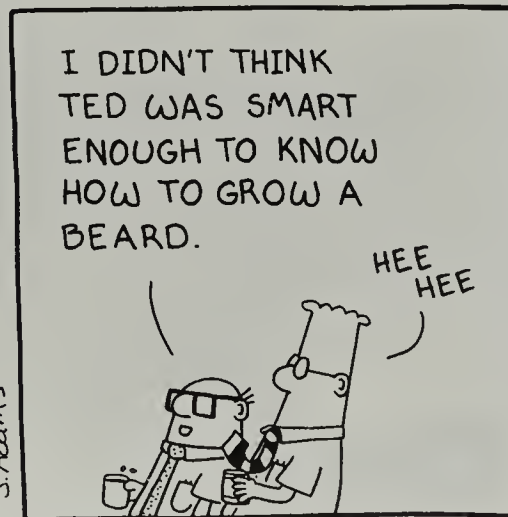
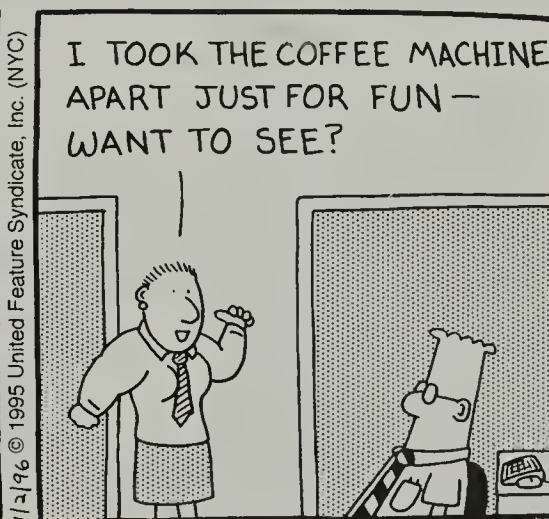
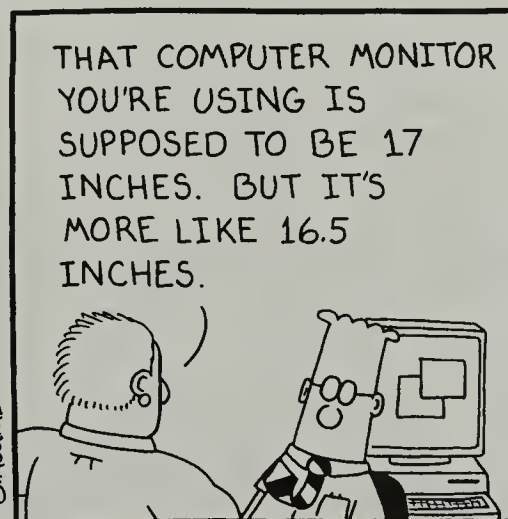
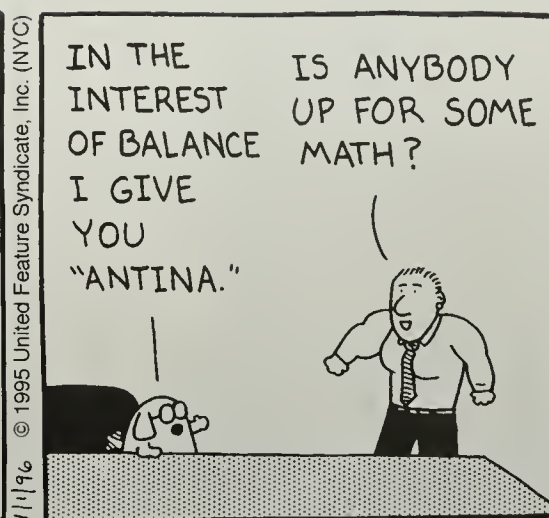
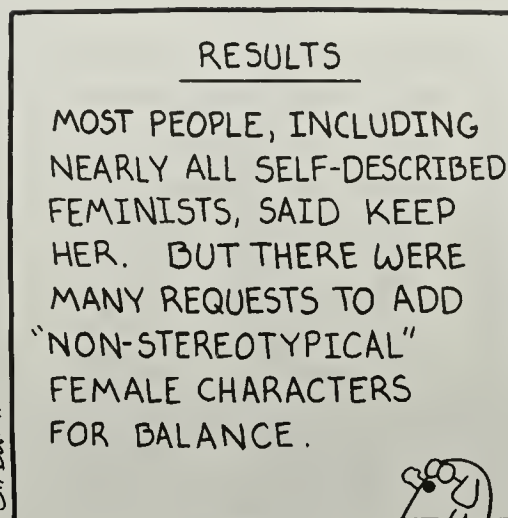




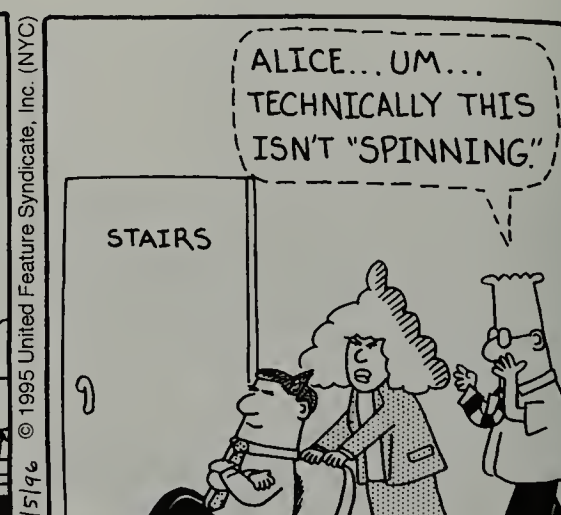
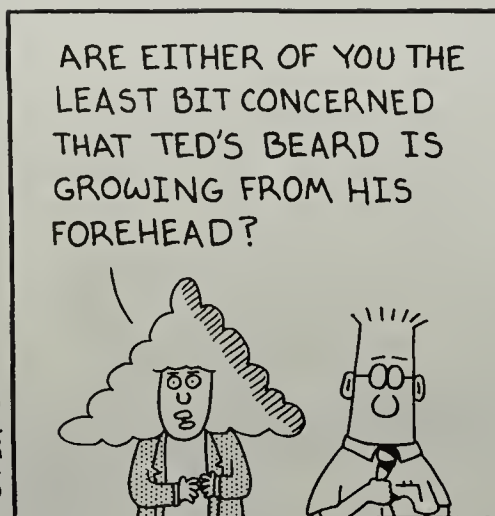




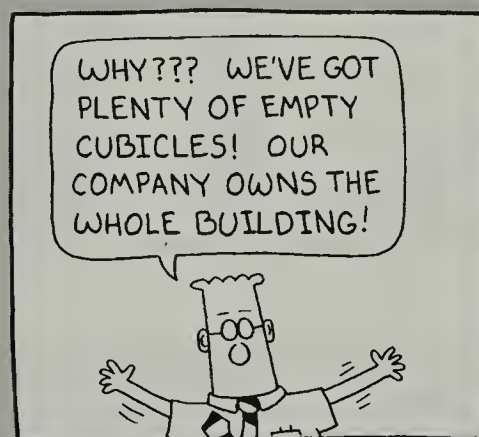
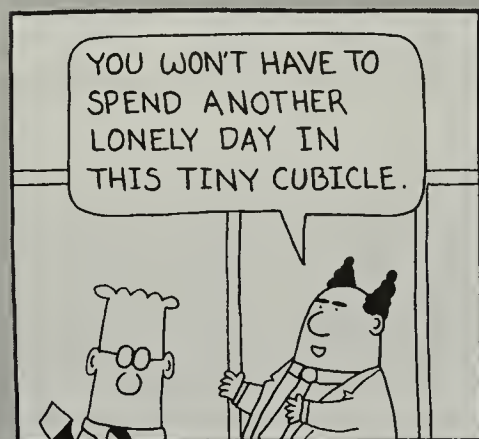
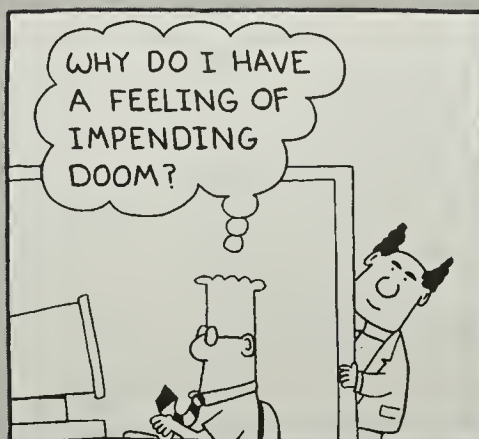








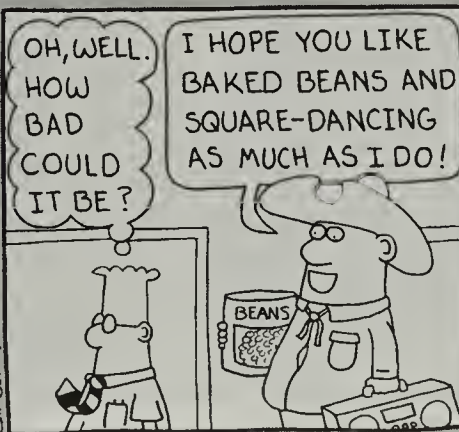


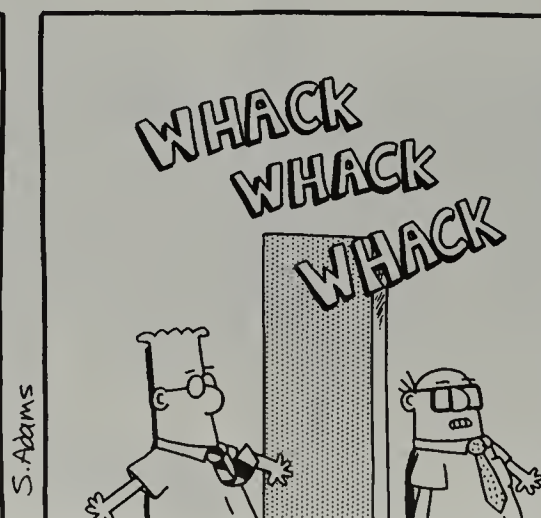
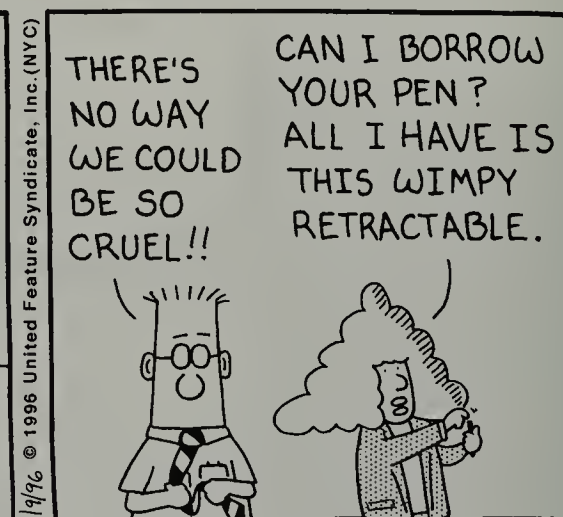
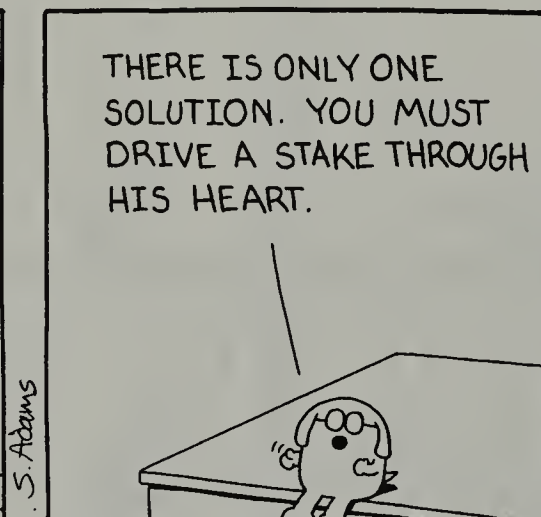
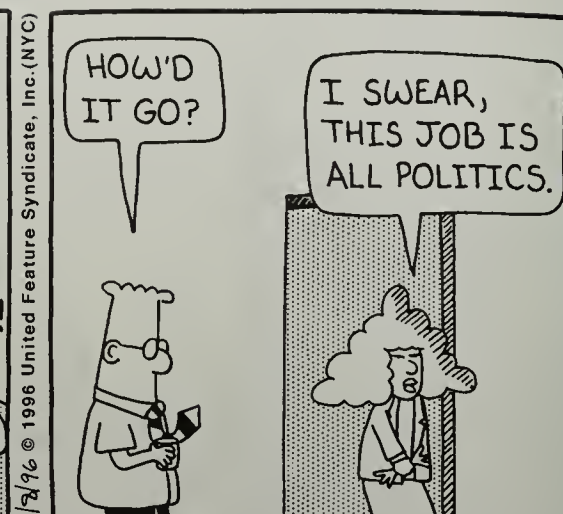
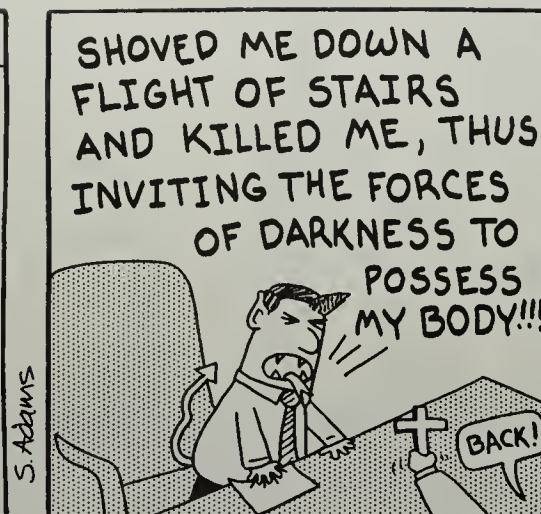
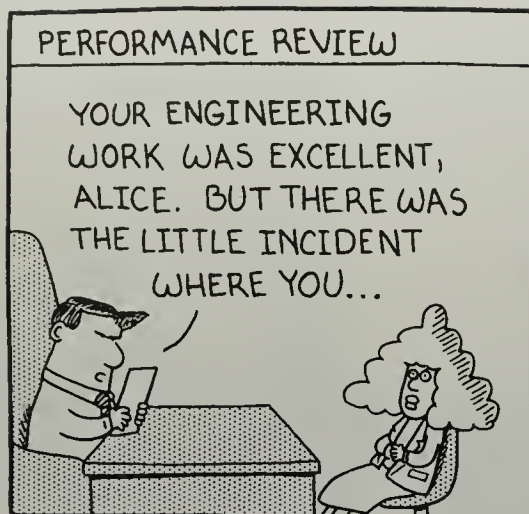


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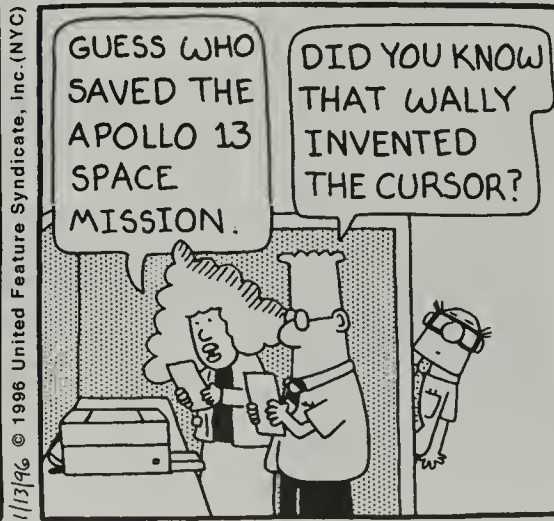
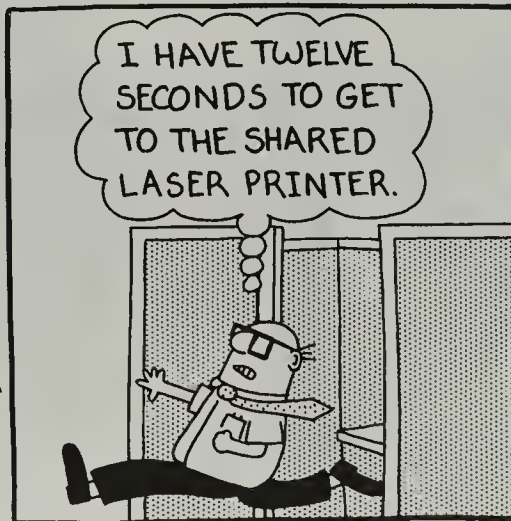
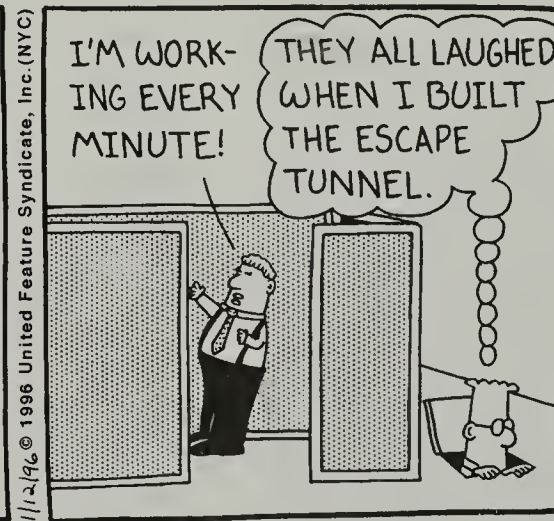
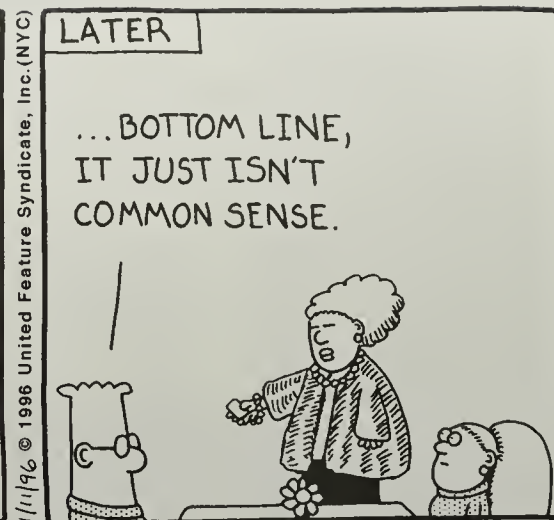
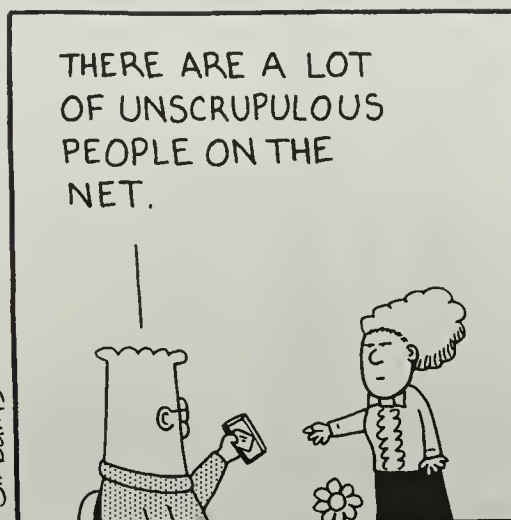
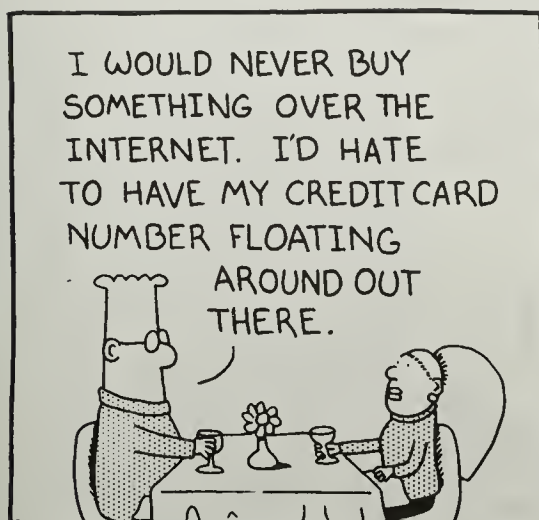


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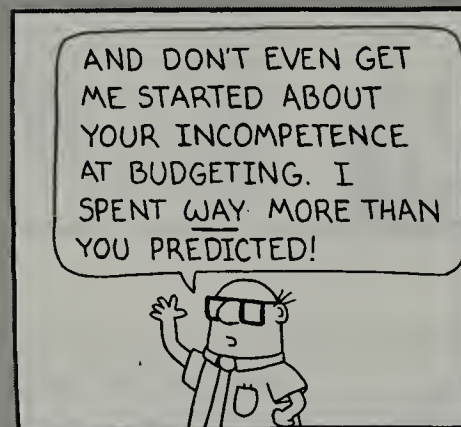
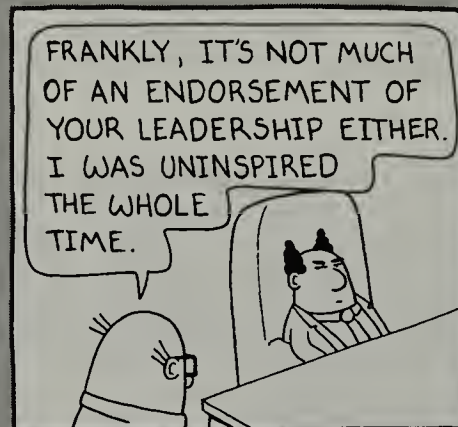








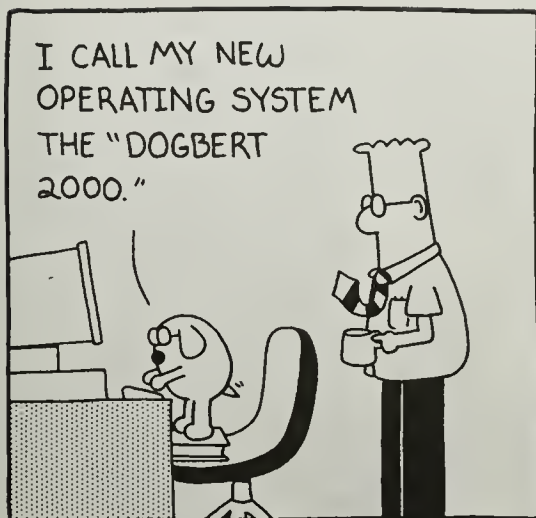




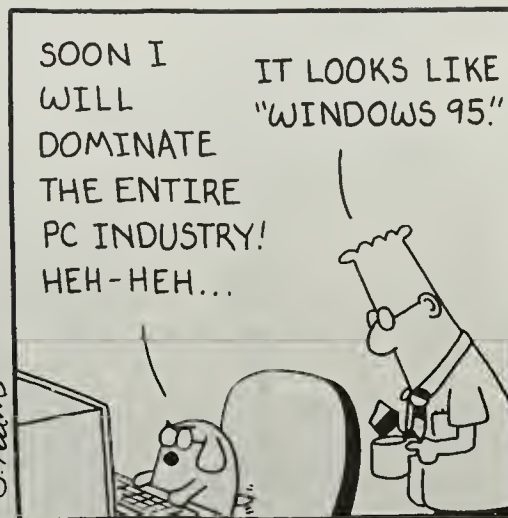
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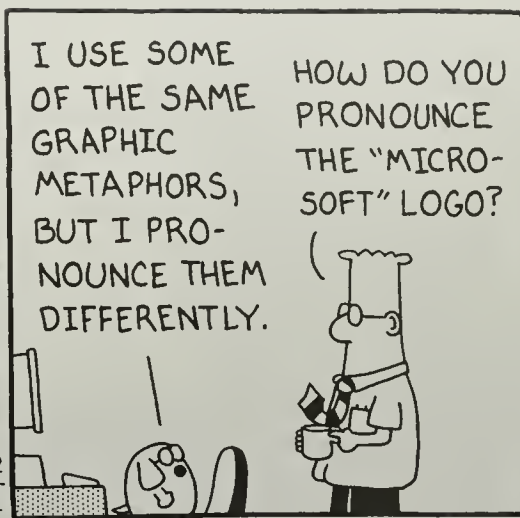
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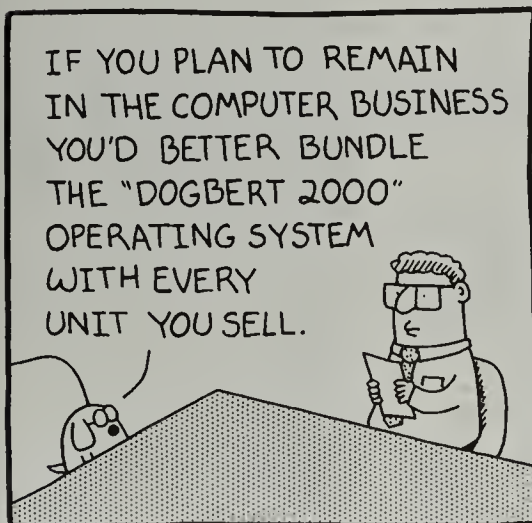
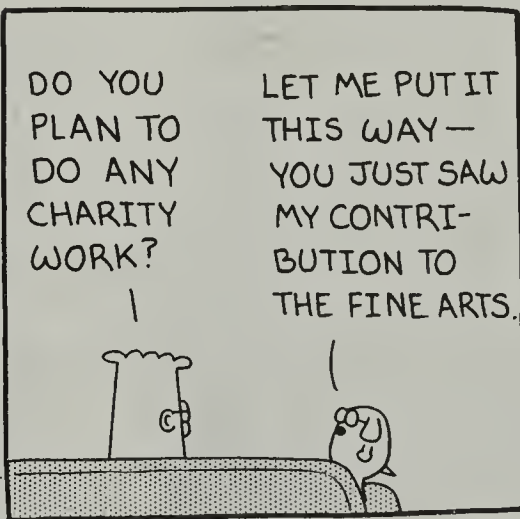
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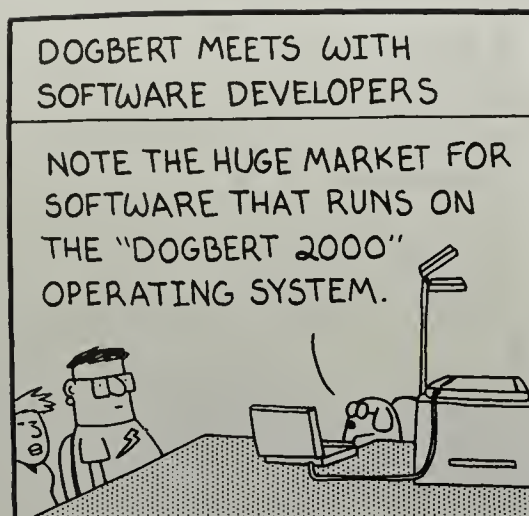
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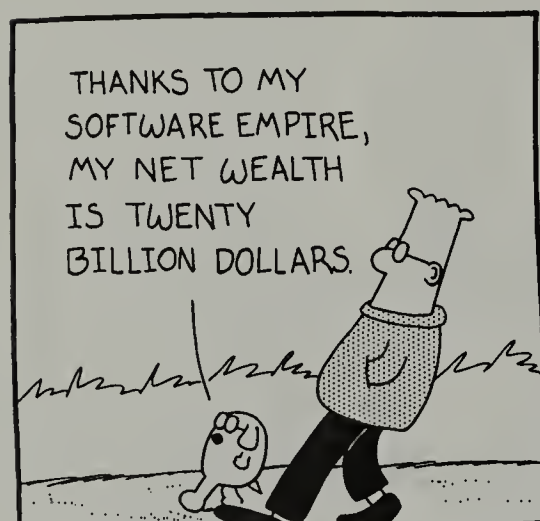
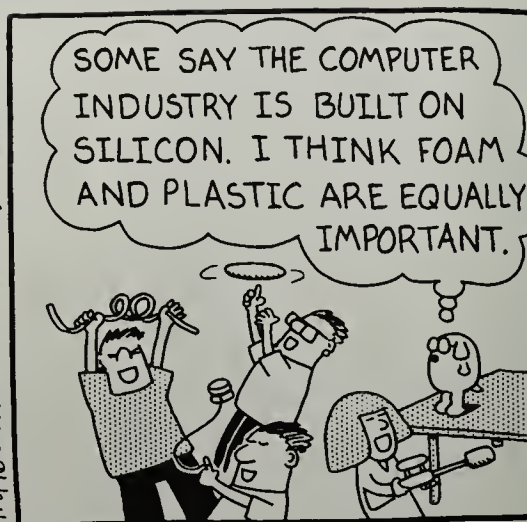




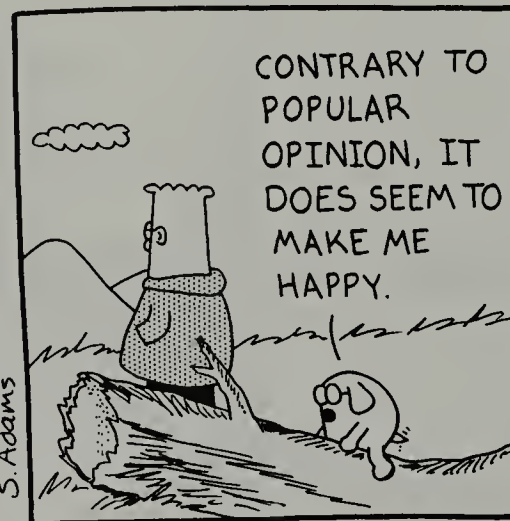
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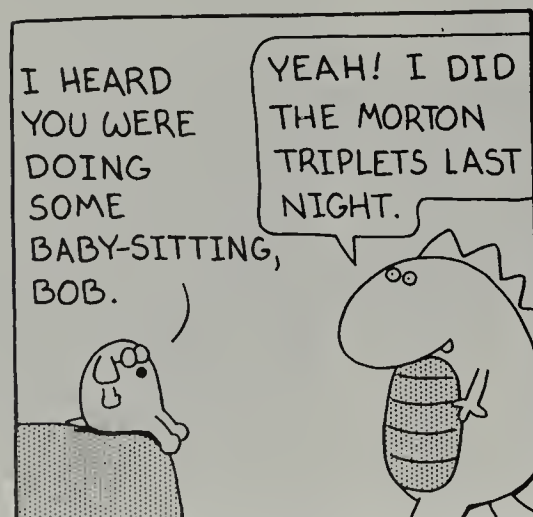
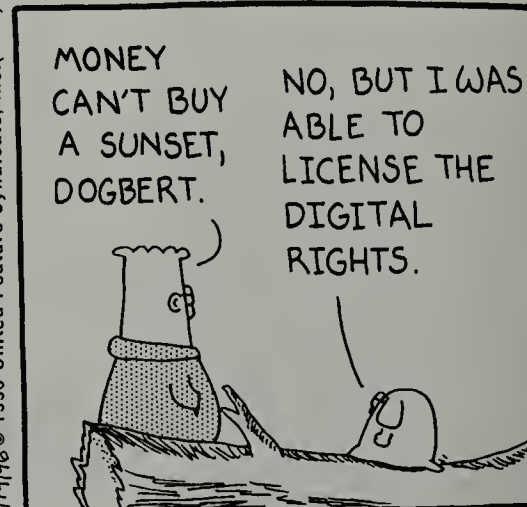
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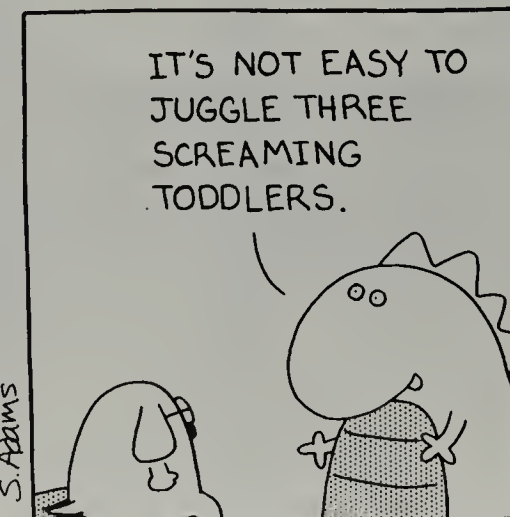
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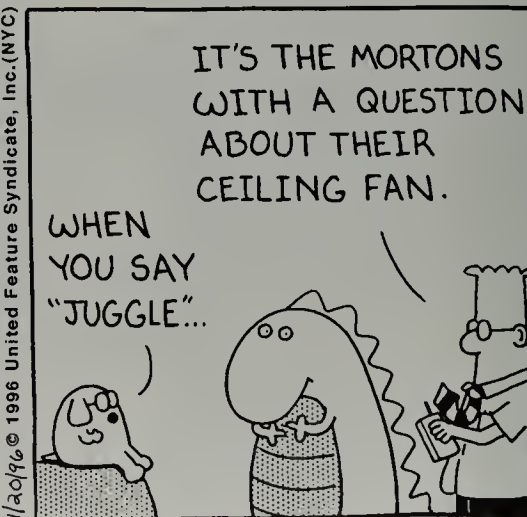
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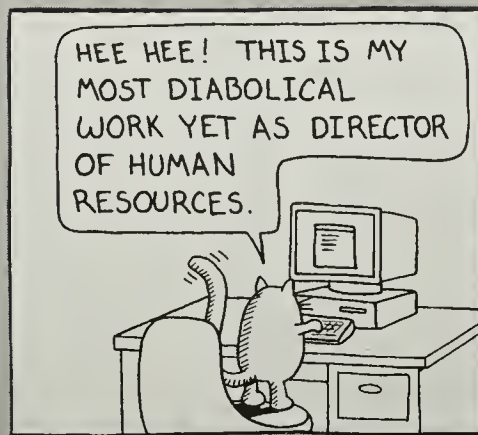
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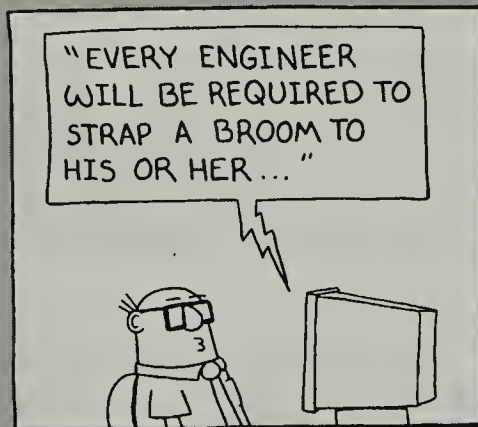
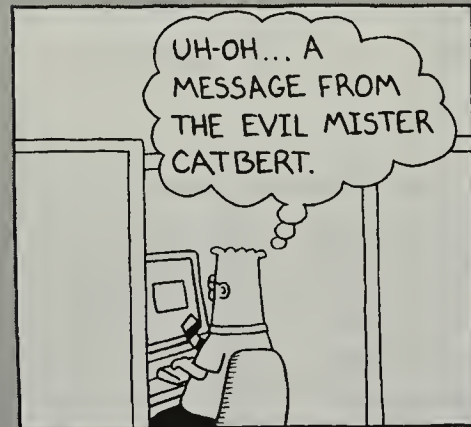
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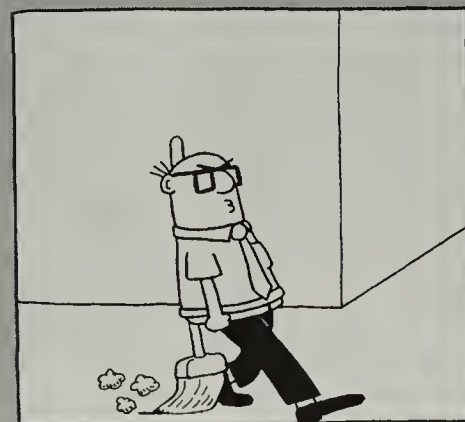




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THE COMPANY ANNOUNCED  
A NEW COMPENSATION  
PLAN TODAY. BONUSES  
WILL BE PAID ONLY TO  
THE TOP TEN PERCENT  
OF THE EMPLOYEES.



S. Adams

IN RELATED NEWS, 89%  
OF THE EMPLOYEES  
RESIGNED IN BITTER  
DISGUST. THE TOP TEN  
PERCENT ALSO LEFT,  
REALIZING THEY COULD  
GET BETTER  
JOBS ELSE-  
WHERE.



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THIS COULD  
HAVE AN  
IMPACT ON  
THOSE OF  
YOU WHO  
REMAIN.

WE GET THE  
BONUSES?

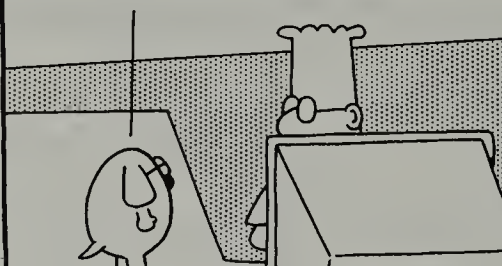


I'M INVENTING A NEW  
TECHNOLOGY TO PREVENT  
KIDS FROM SEEING SMUT  
ON THE INTERNET.



S. Adams

SO, YOU'RE PITTING YOUR  
INTELLIGENCE AGAINST  
THE COLLECTIVE SEX DRIVE  
OF ALL THE TEENAGERS  
WHO OWN COMPUTERS?



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WHAT  
IS YOUR  
POINT?

DID YOU KNOW  
THAT IF YOU PUT  
A LITTLE HAT ON  
A SNOWBALL IT  
CAN LAST A  
LONG TIME IN  
HELL?



MATT, YOUR JOB IS TO TEST  
MY NEW INVENTION THAT  
BLOCKS KIDS FROM SEEING  
DIRTY PICTURES ON THE  
INTERNET.



S. Adams

HIS YOUTHFUL  
CURIOSITY IS NO  
MATCH FOR MY  
TECHNICAL BRILLIANCE.



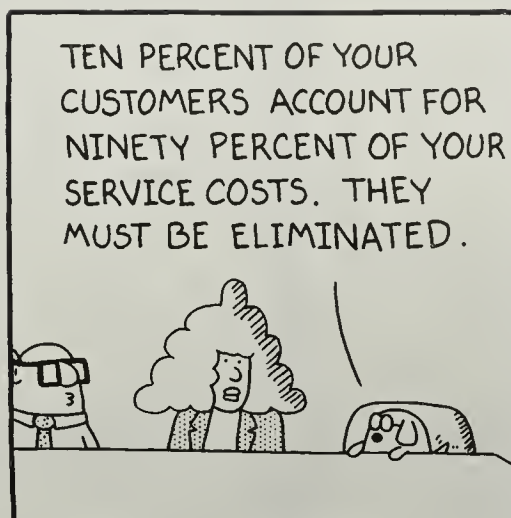
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I HOPE THAT  
WASN'T THE SOUND  
OF EYEBALLS  
GETTING REALLY  
BIG.





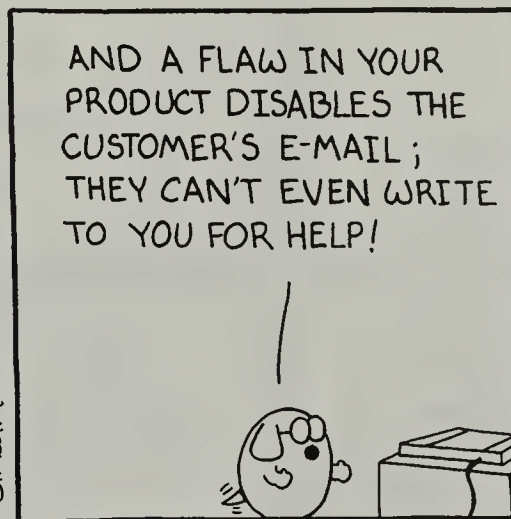
S. Adams



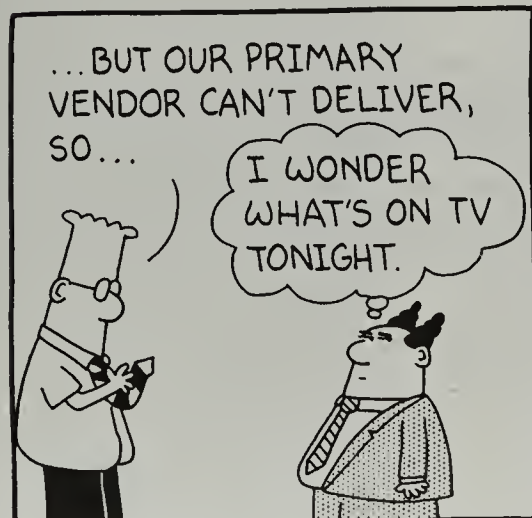
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S. Adams



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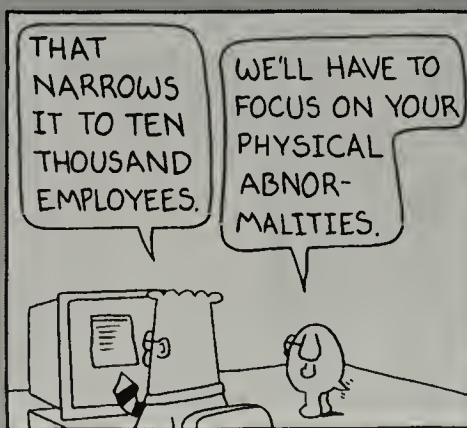
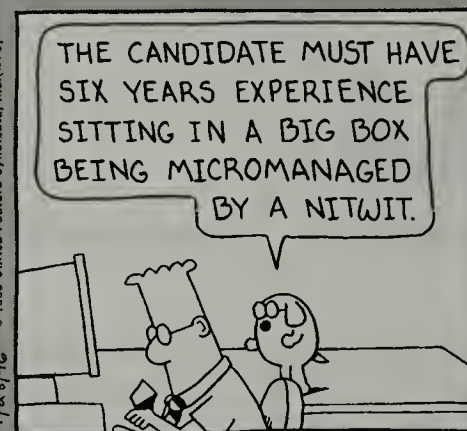
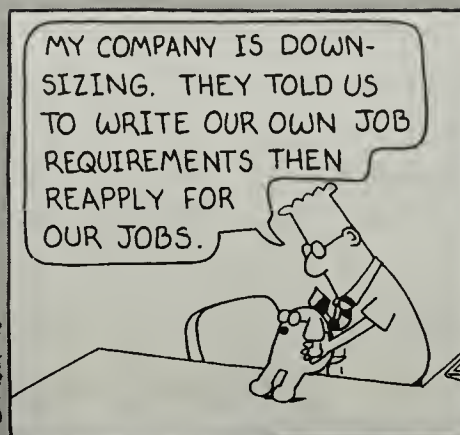
S. Adams



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S. Adams



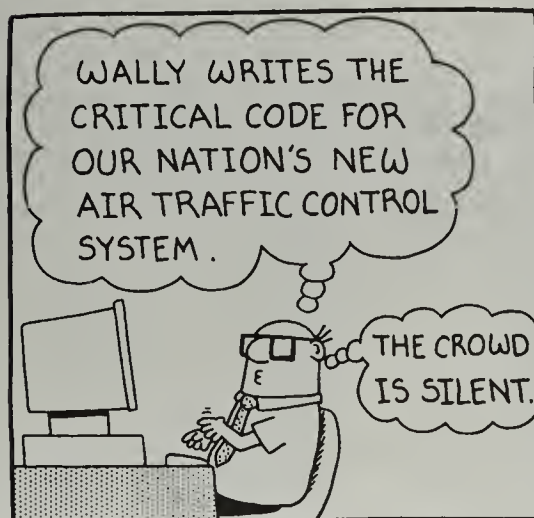
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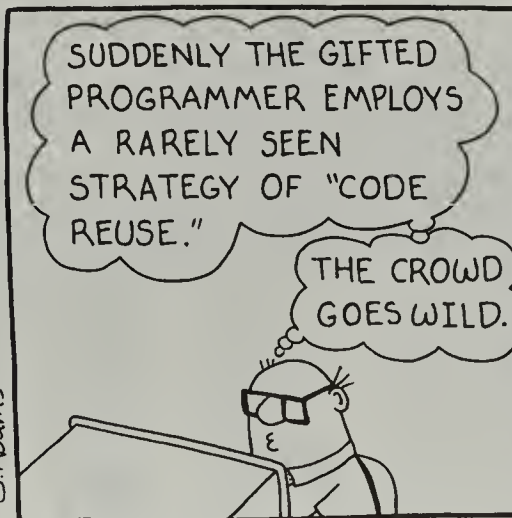
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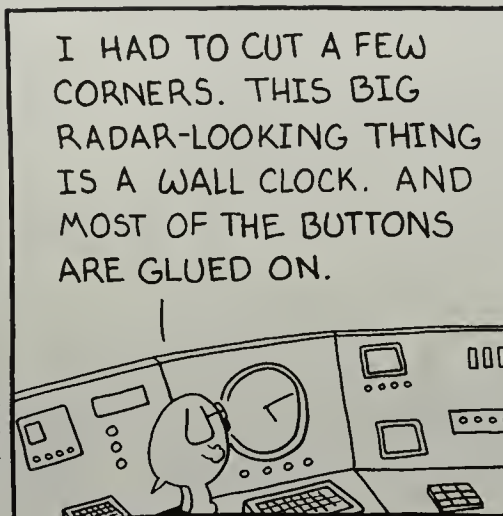
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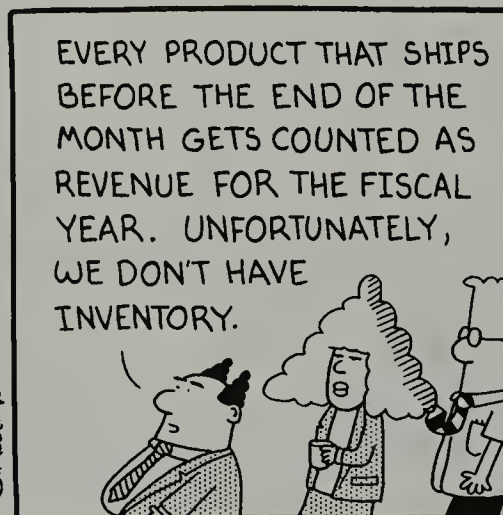
S. Adams



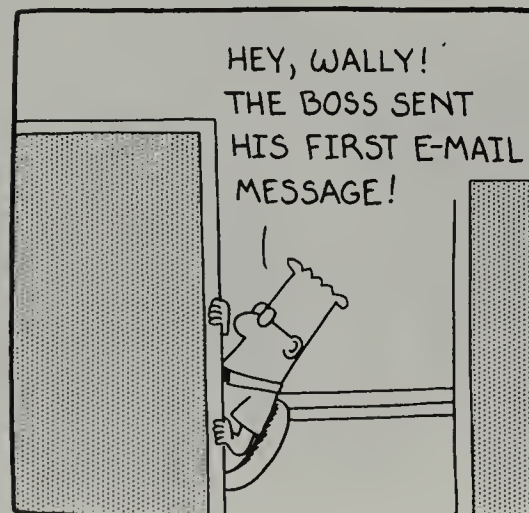
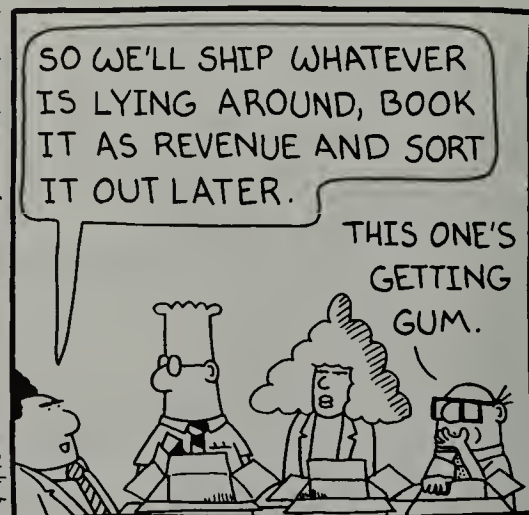
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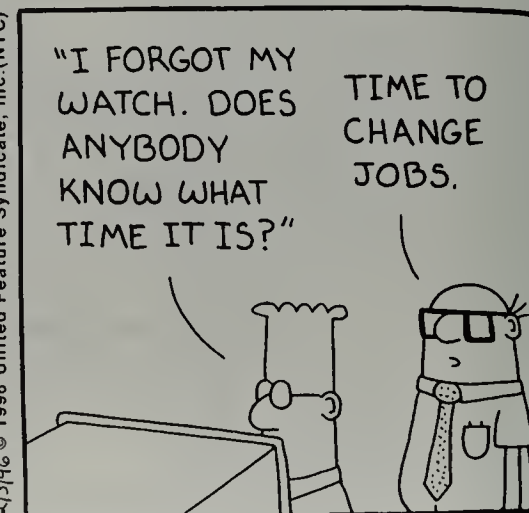
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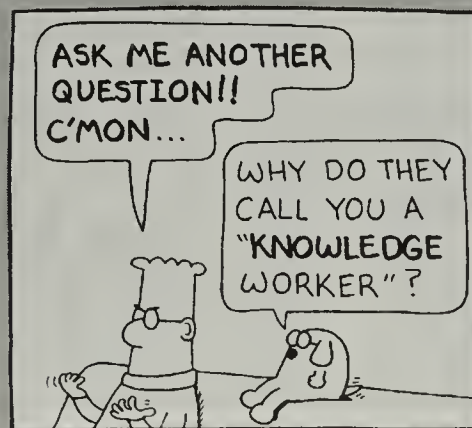
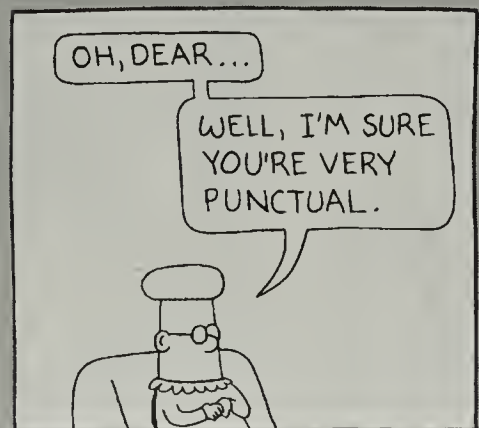
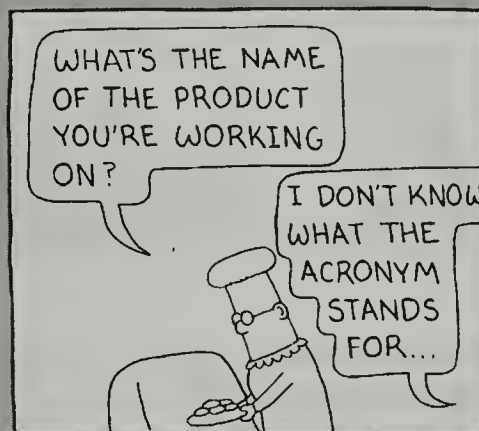
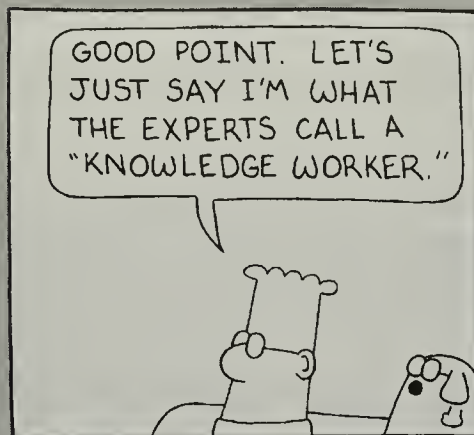
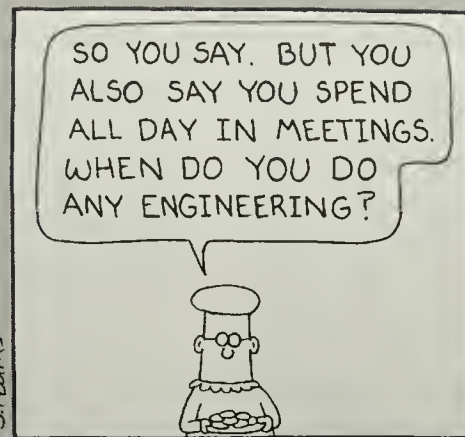
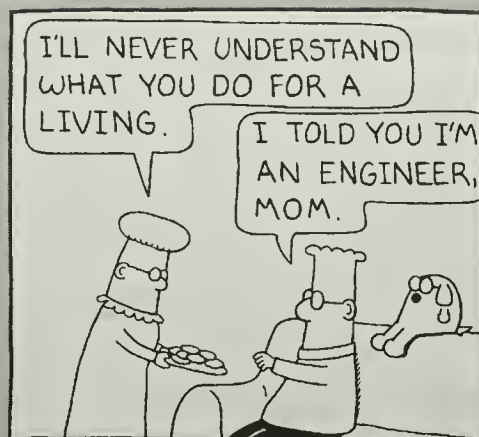
S. Adams

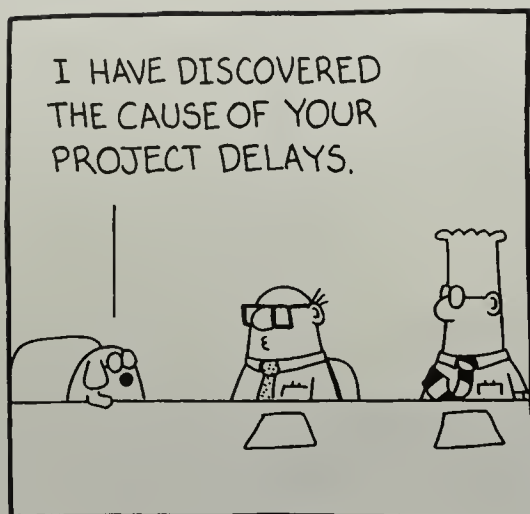


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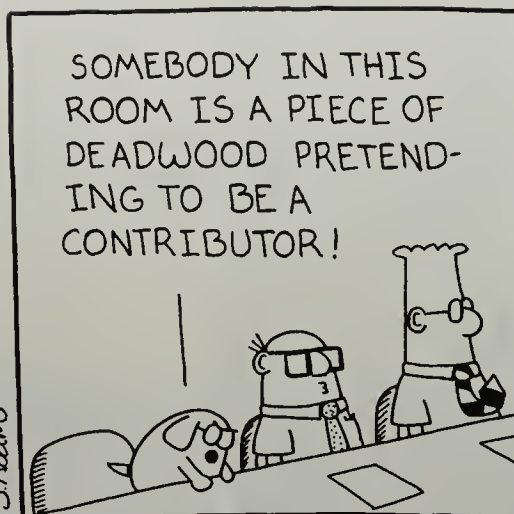




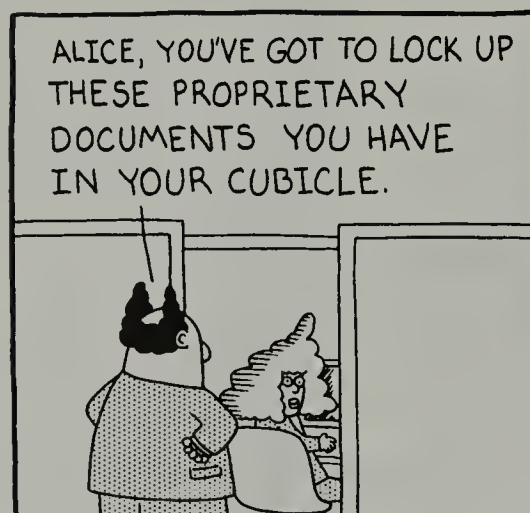




S. Adams



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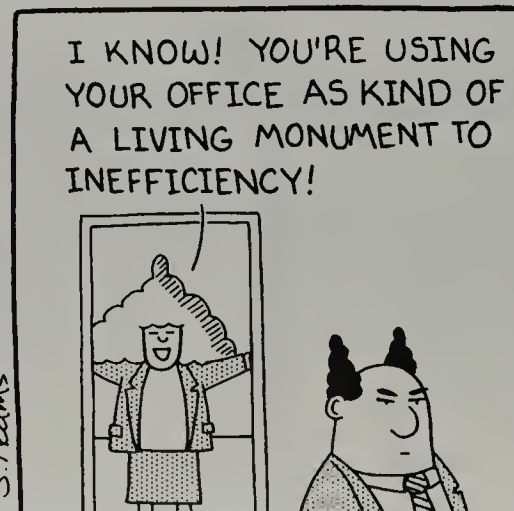
S. Adams



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S. Adams



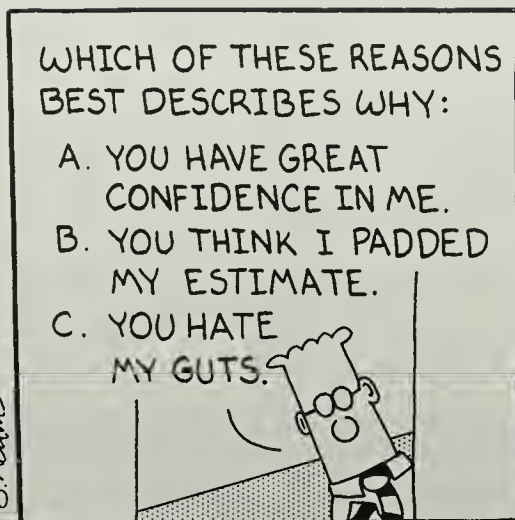
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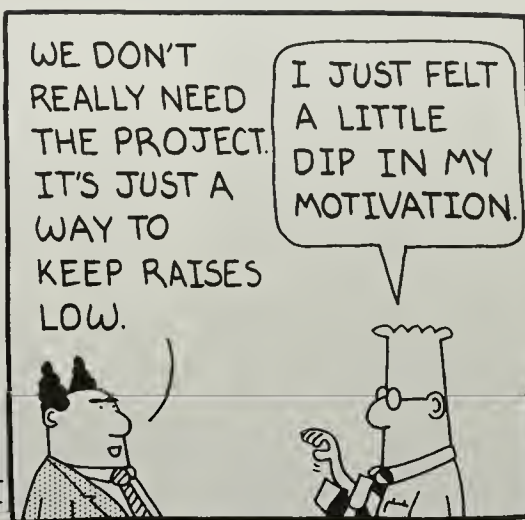




S. Adams



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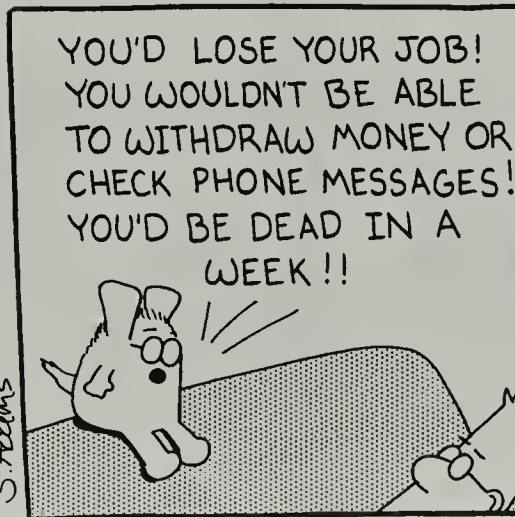
S. Adams



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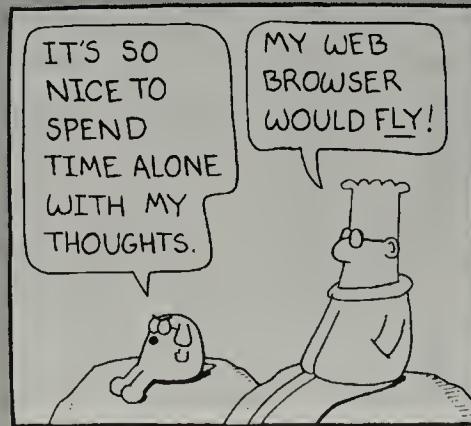
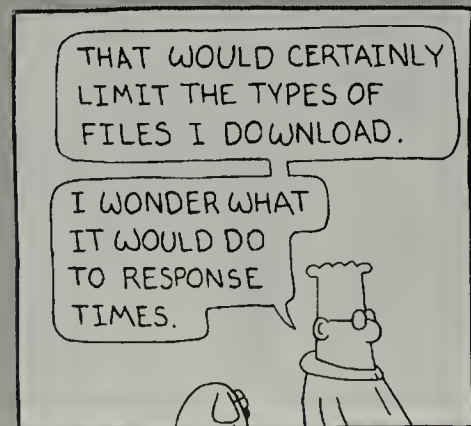
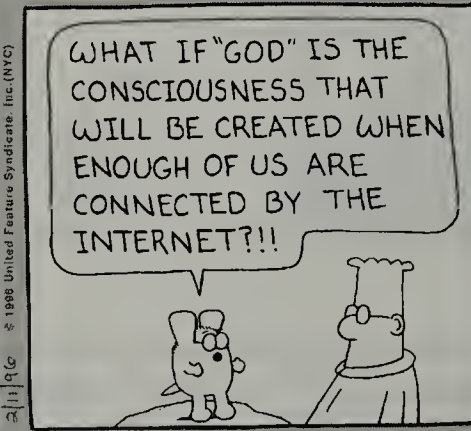
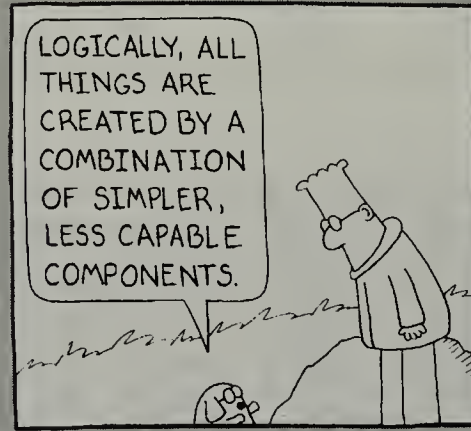
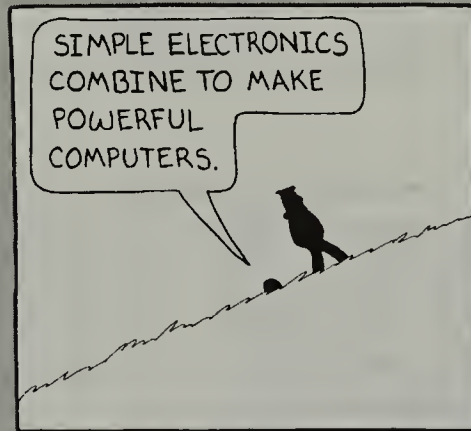
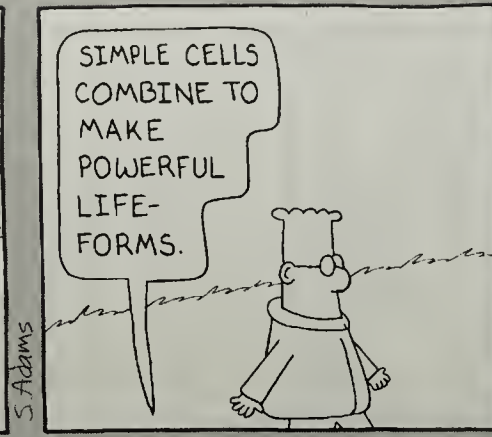
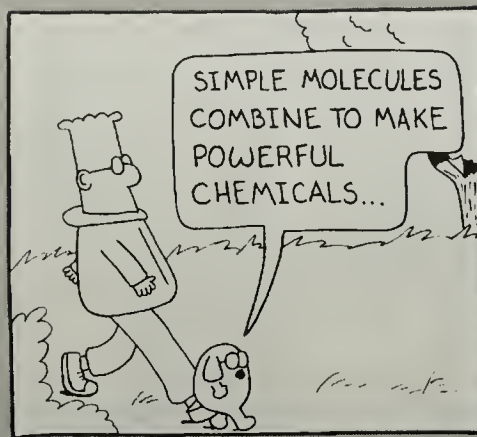
S. Adams



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CATBERT THE EVIL HUMAN  
RESOURCES DIRECTOR

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

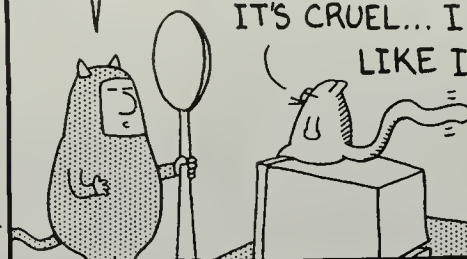


I SUMMON THE  
DEMONS OF  
DARKNESS TO  
ASSIST ME !!!



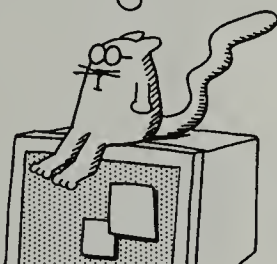
... ELIMINATE SICK DAYS.  
MAKE THEM USE VACATION  
DAYS WHEN THEY'RE ILL.  
CALL IT A "TIME BANK."

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



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I KNOW I SHOULD BE  
OFF TORMENTING  
PEOPLE...

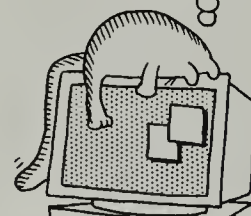


BUT I CAN'T PRY  
MYSELF AWAY FROM  
THIS MOST  
EXCELLENT BUTT-  
WARMING DEVICE.



S. Adams

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



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



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



S. Adams

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

HE DIDN'T  
FIT IN.



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



S. Adams

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



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IT SEEMS  
TO HAVE  
A BIT OF  
ATTITUDE.

OUR LAWYERS  
TURNED ON  
US. I SUSPECT  
RABIES.



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



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.

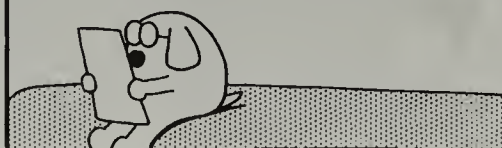


LOOK AT THE AGREEMENT MY  
COMPANY IS FORCING US  
TO SIGN. THEY CLAIM THE  
RIGHTS TO ANY IDEA AN  
EMPLOYEE EVER HAS.



S. Adams

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



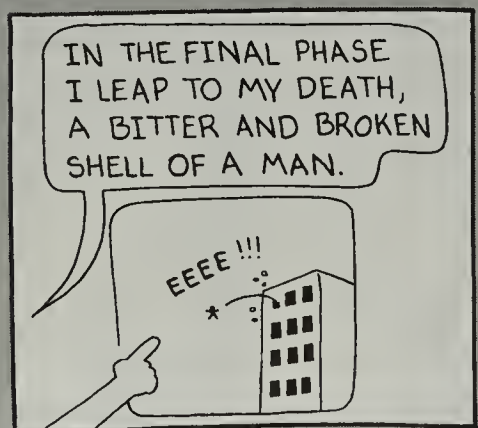
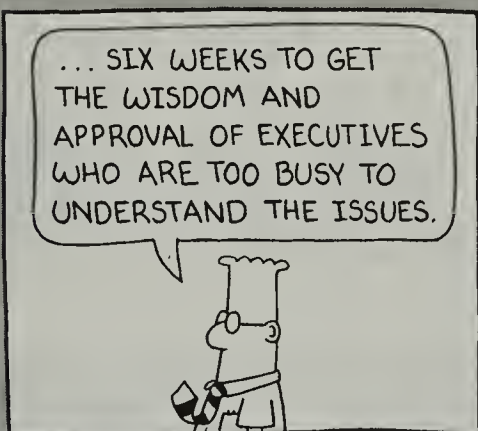
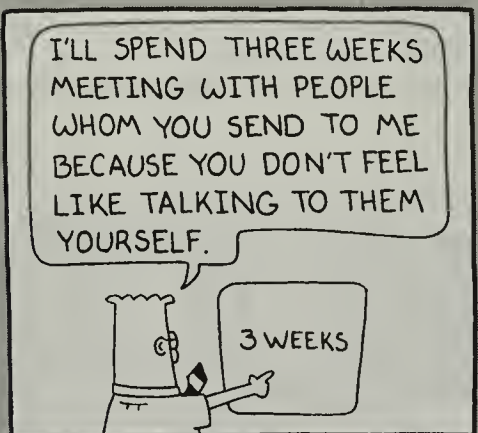
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WOULDN'T  
THAT BE  
DISHONEST?

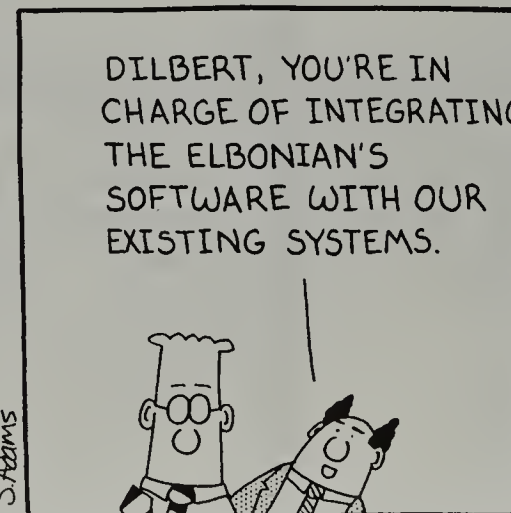
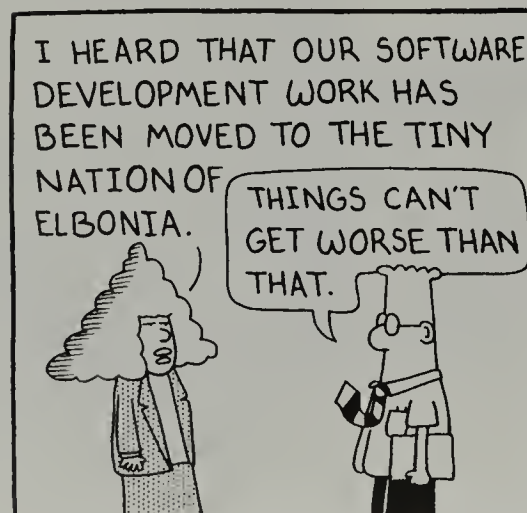
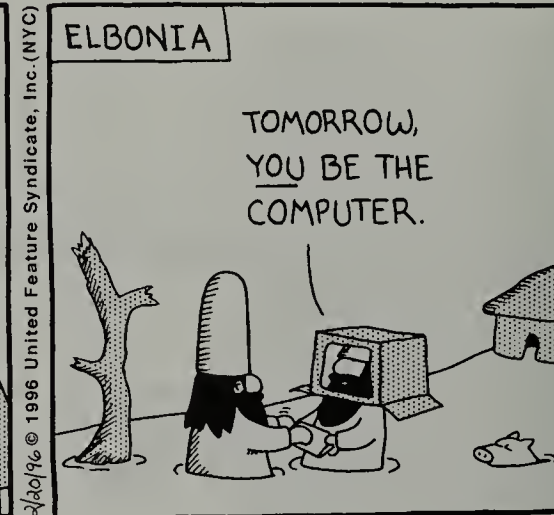
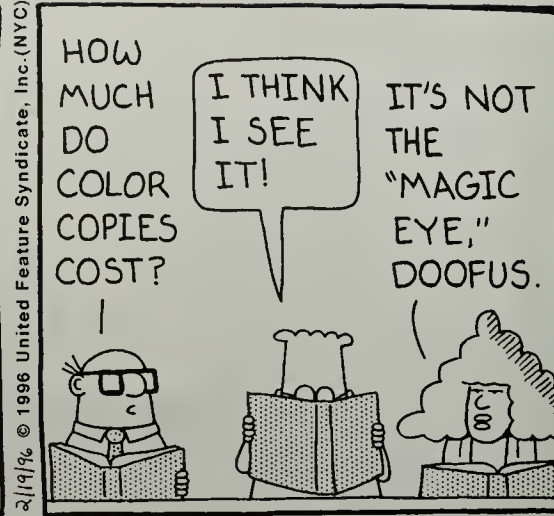
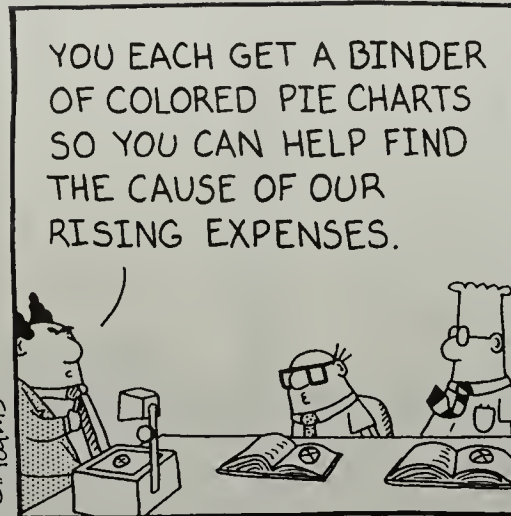
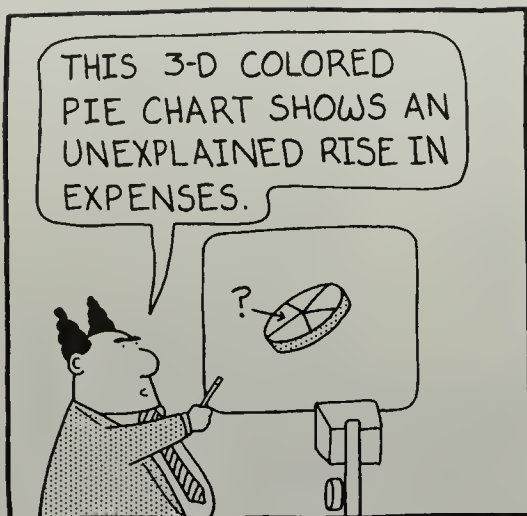
MAYBE YOU  
COULD JUST  
SHOW THEM  
SOME OF YOUR  
IDEAS AND  
THEY'D GRANT  
A WAIVER.

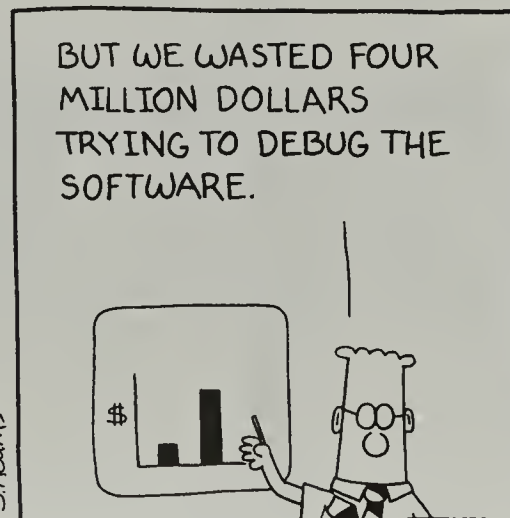
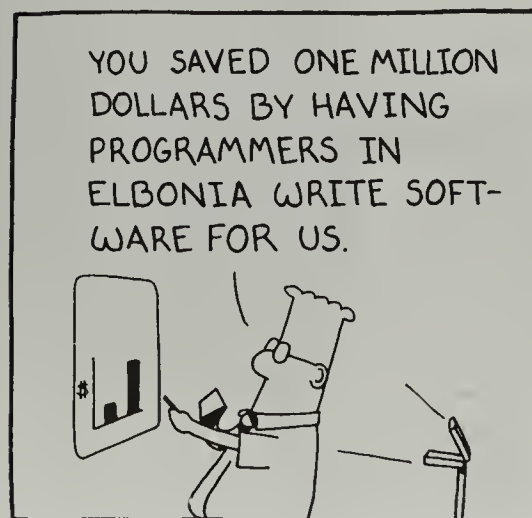
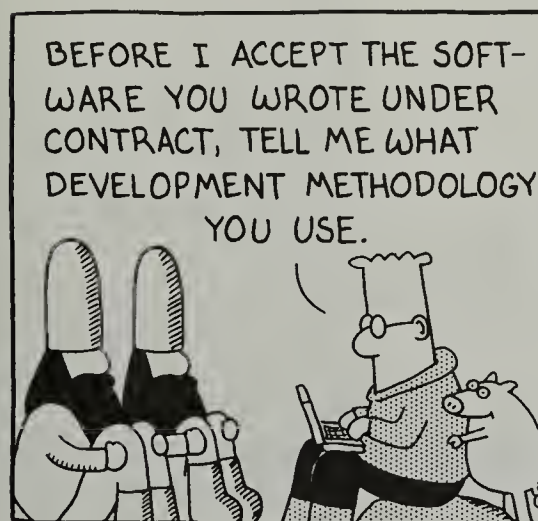
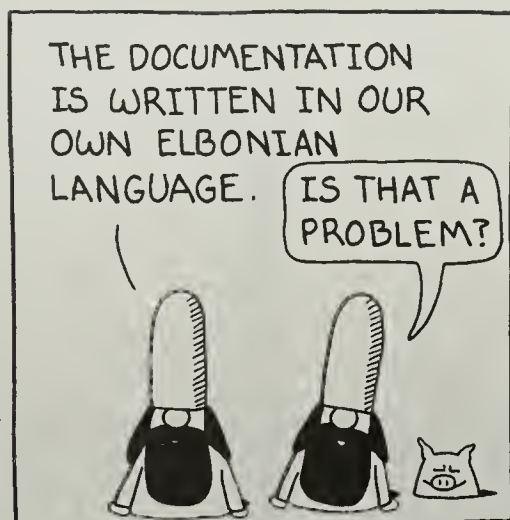




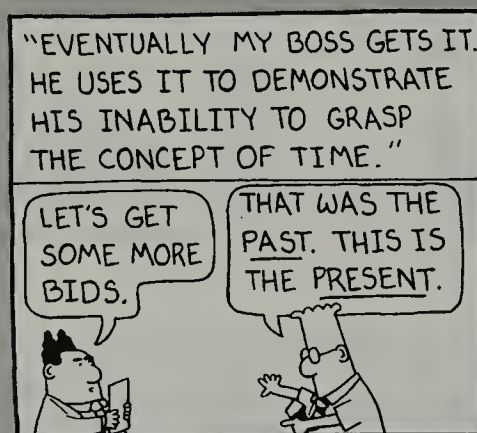
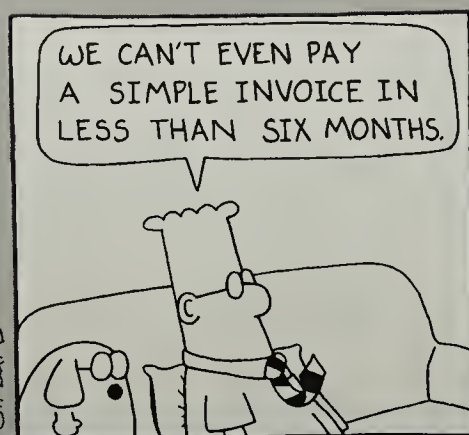


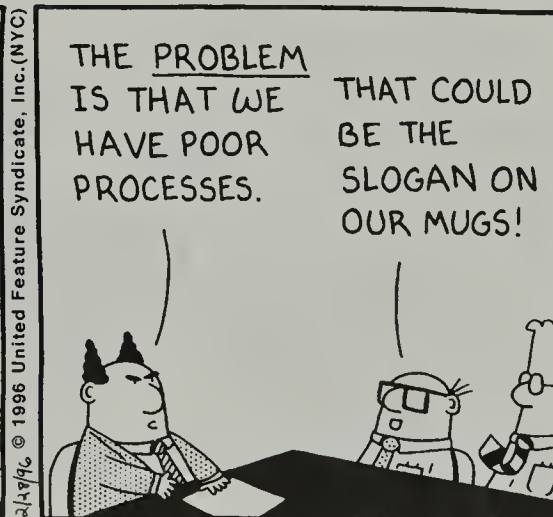
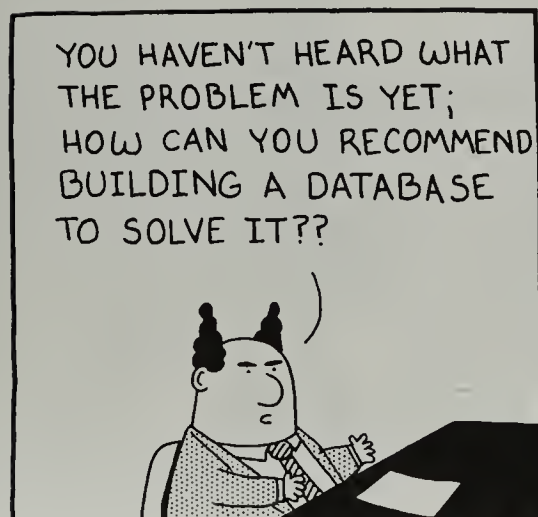
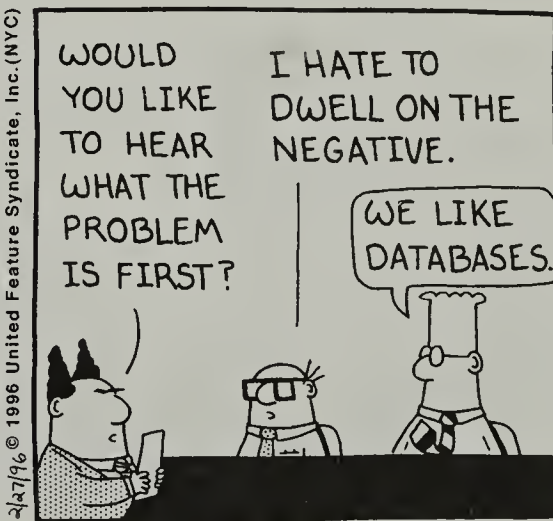
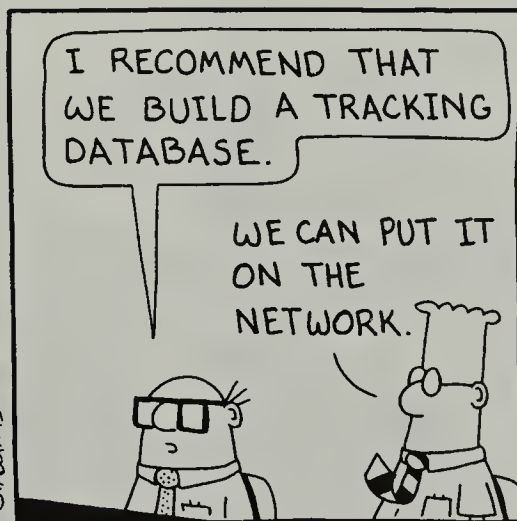
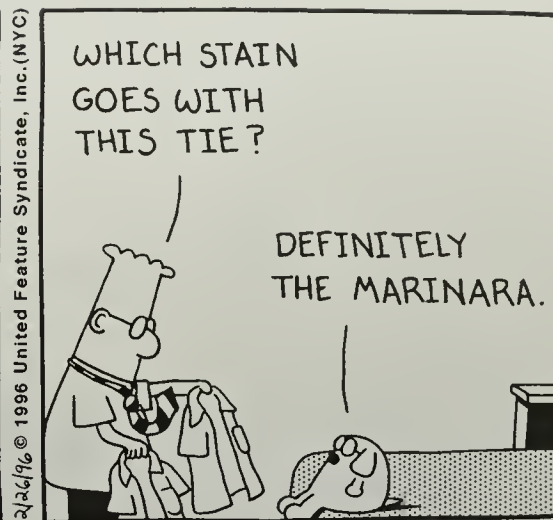
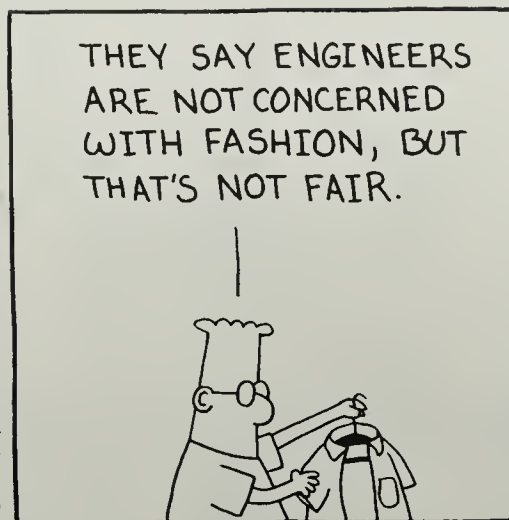
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3/18/96

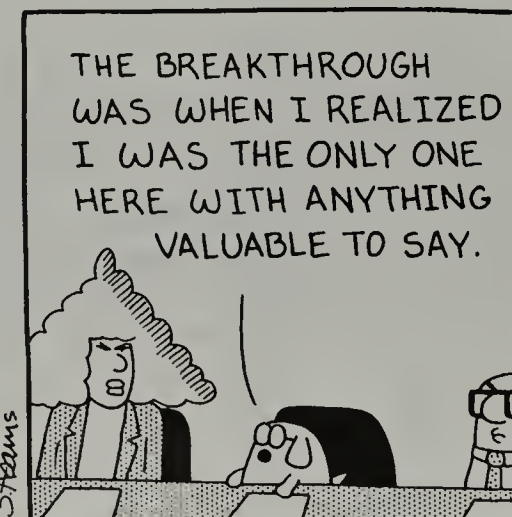
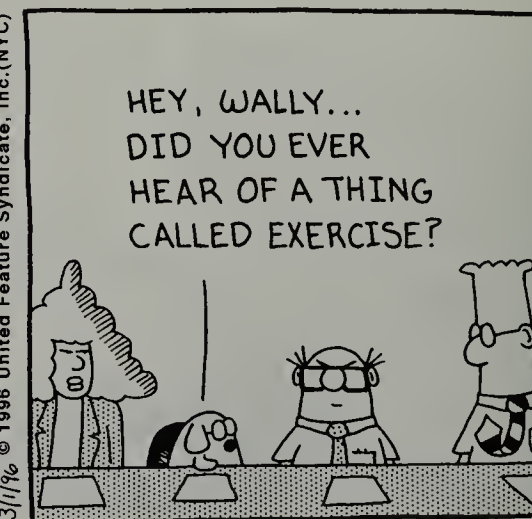
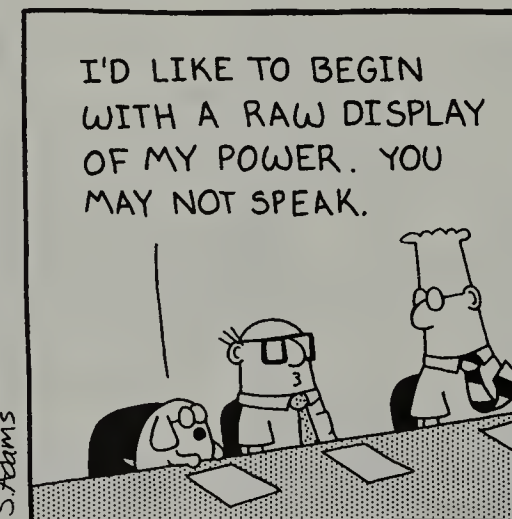
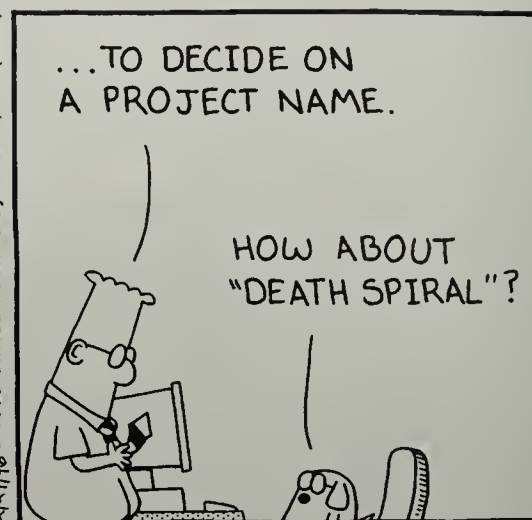
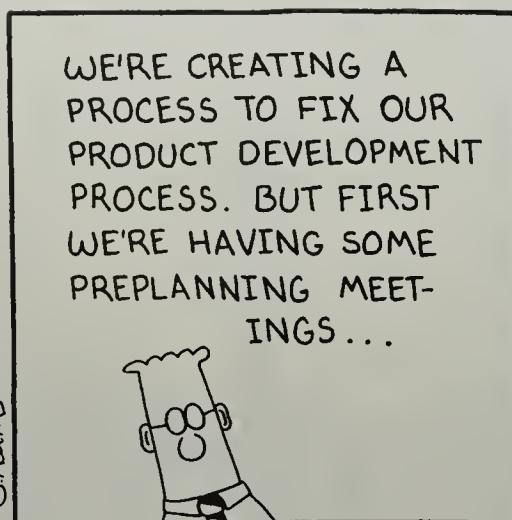
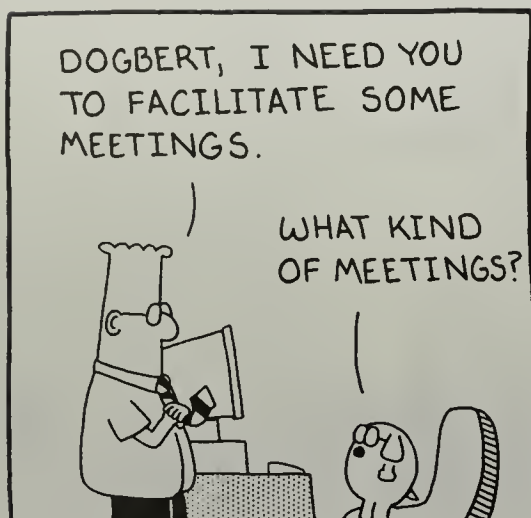










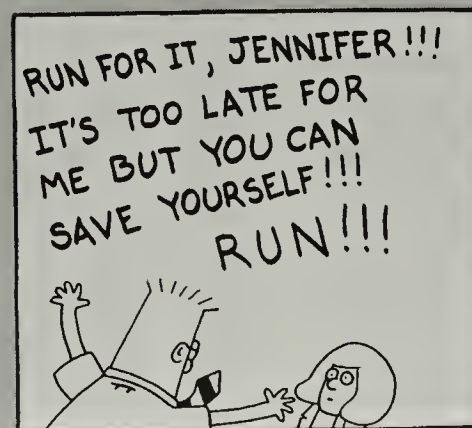
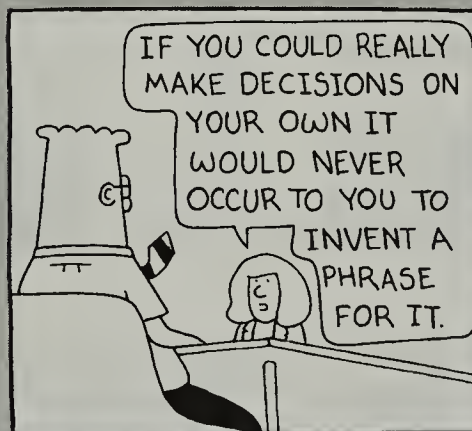
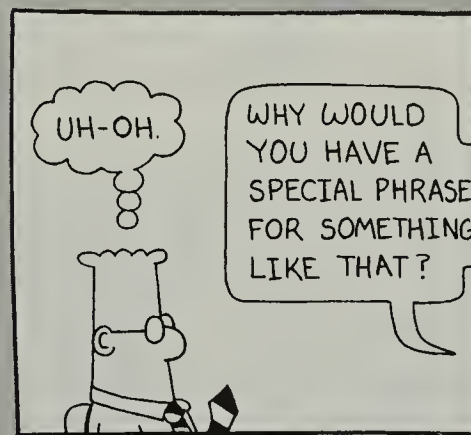
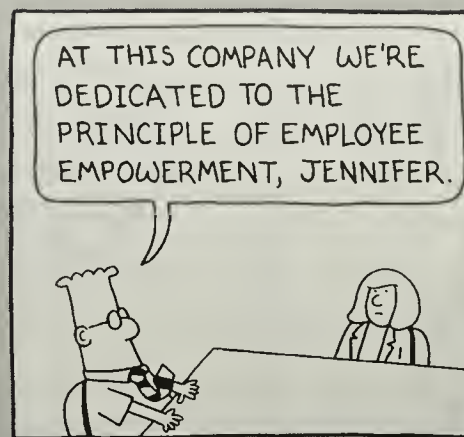


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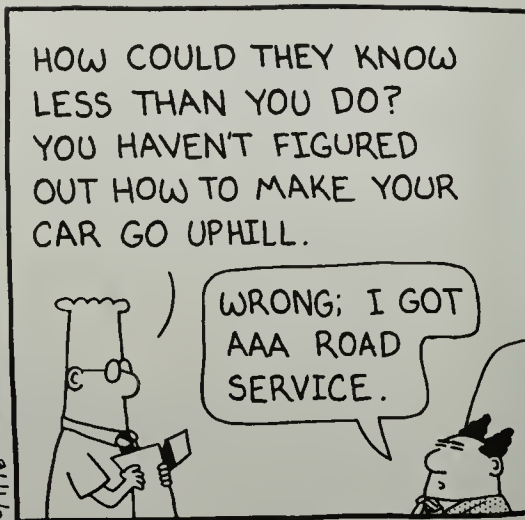




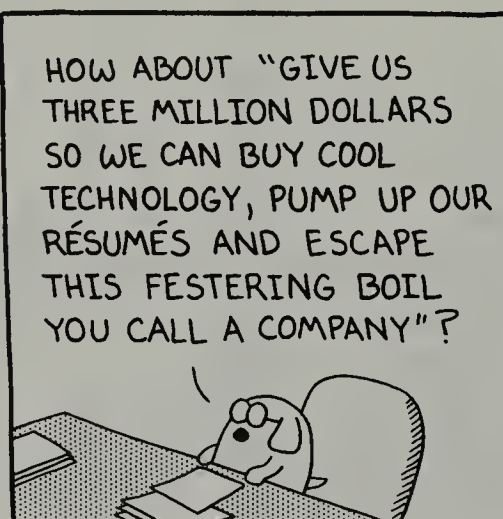
S. Adams



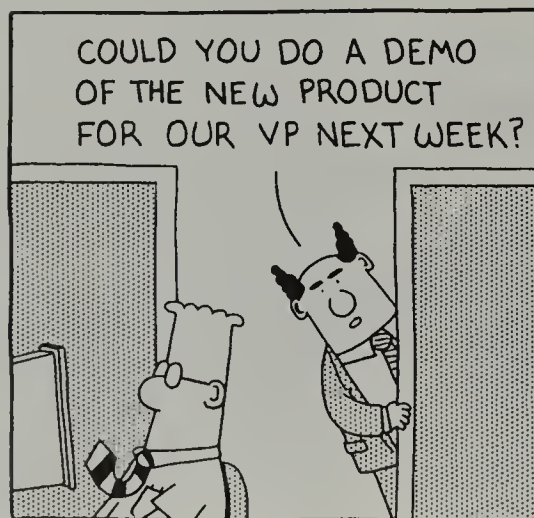
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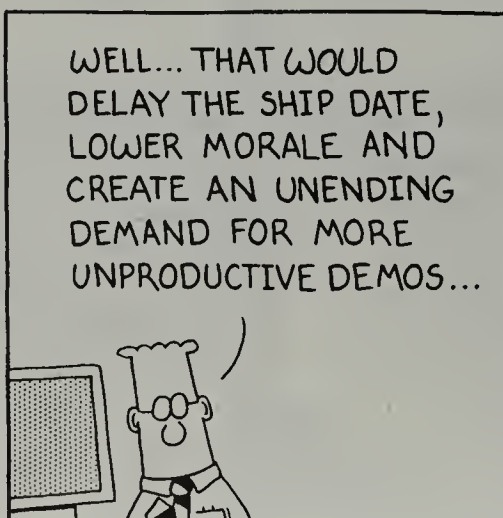
S. Adams



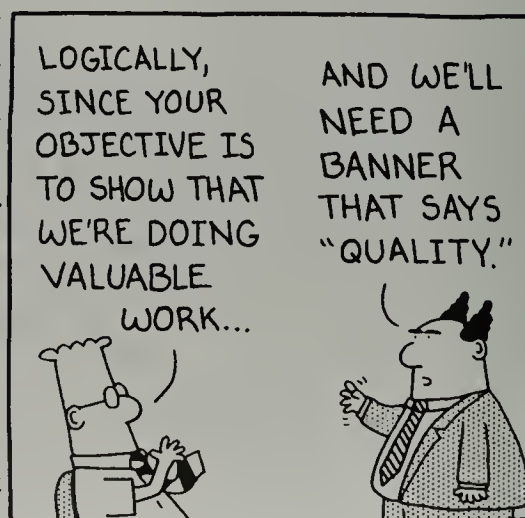
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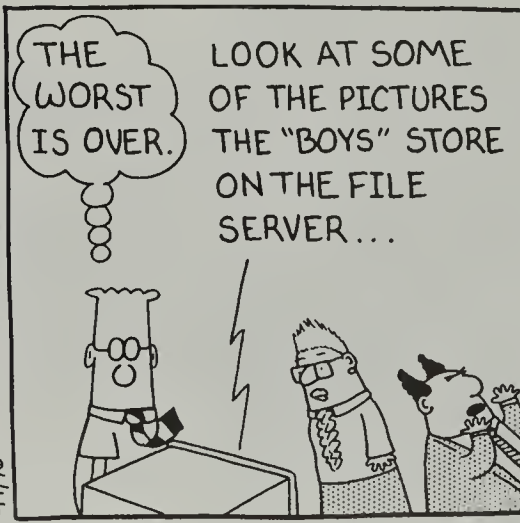
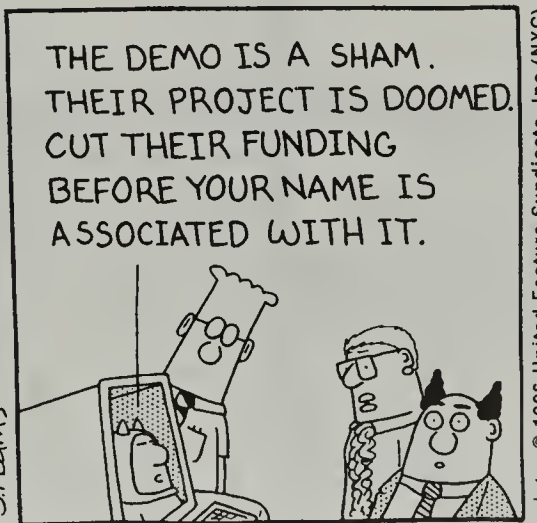
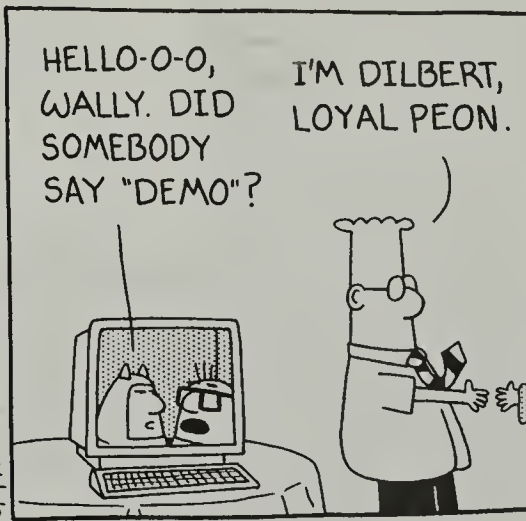
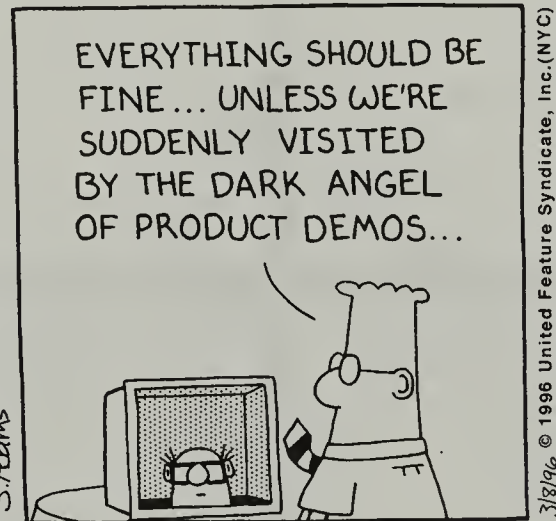
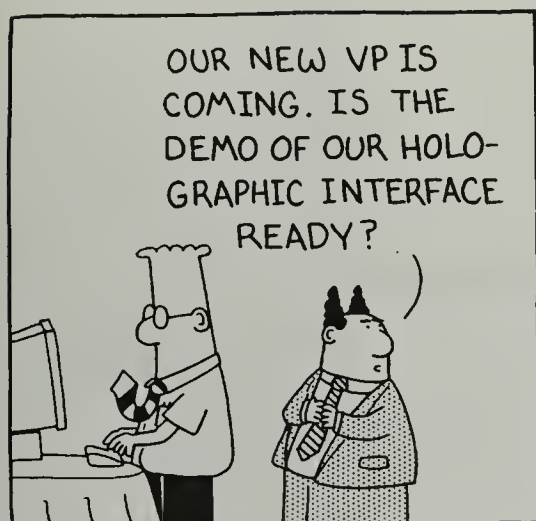
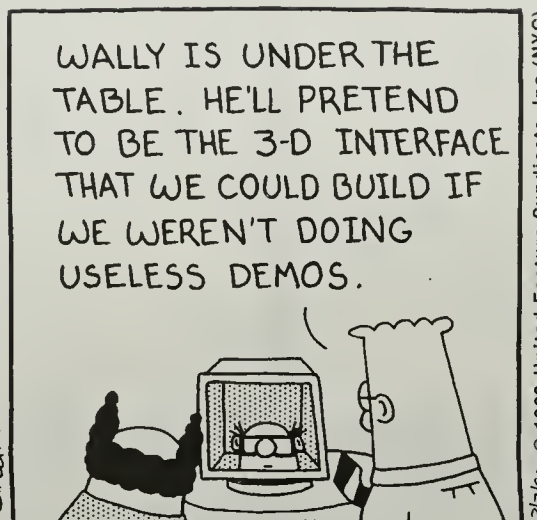
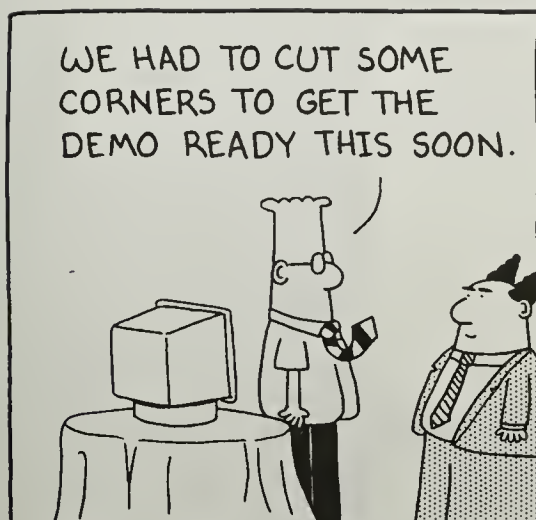


S. Adams

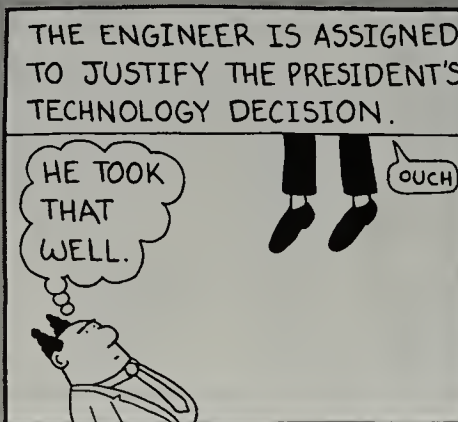
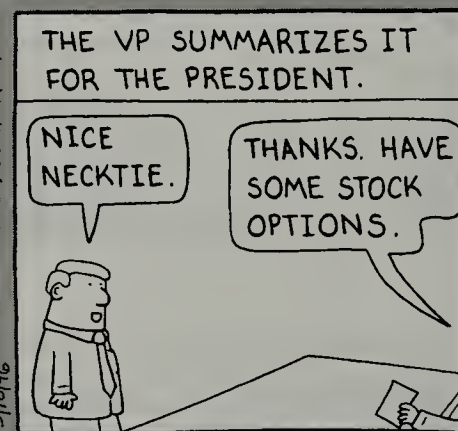
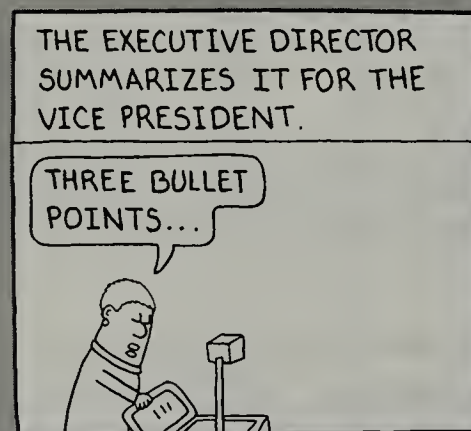
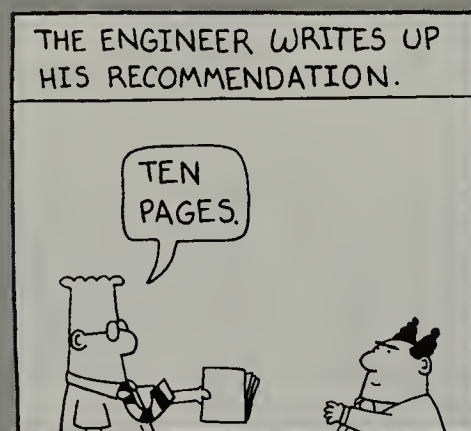
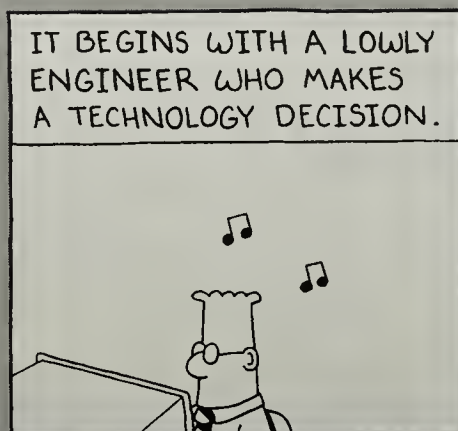
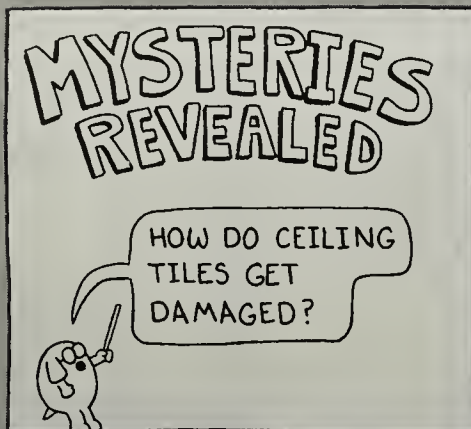


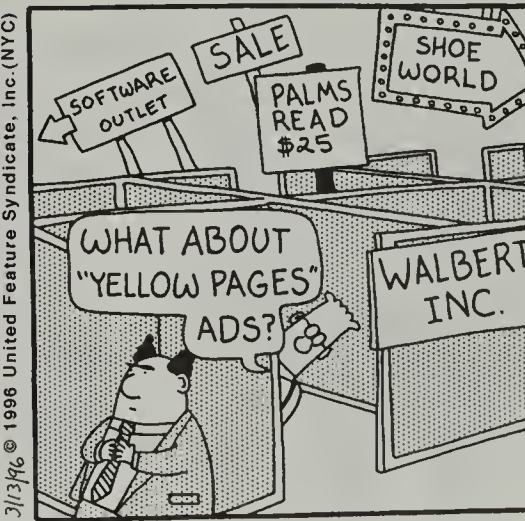
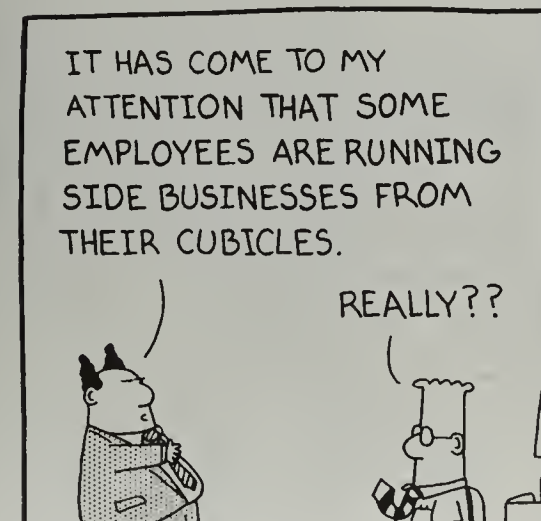
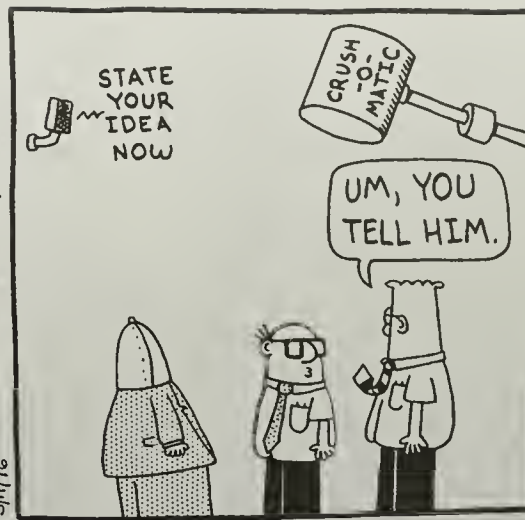
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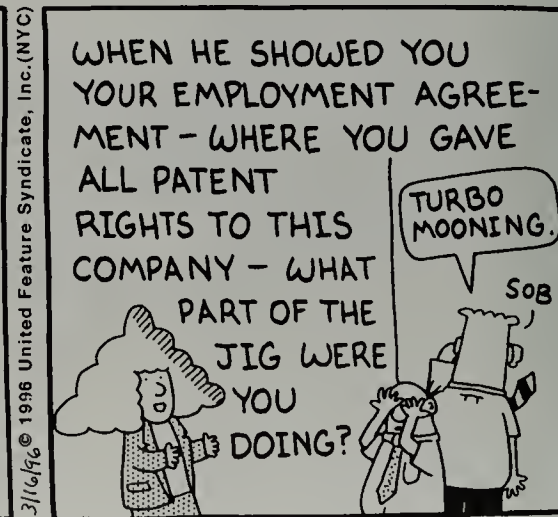
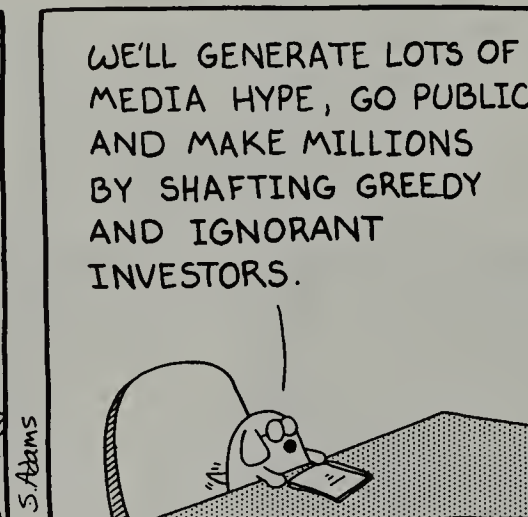
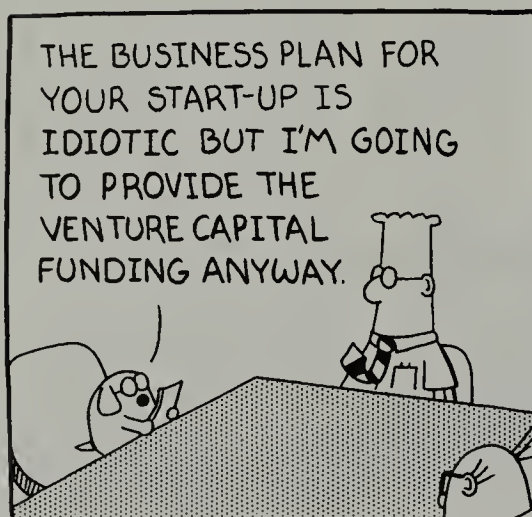
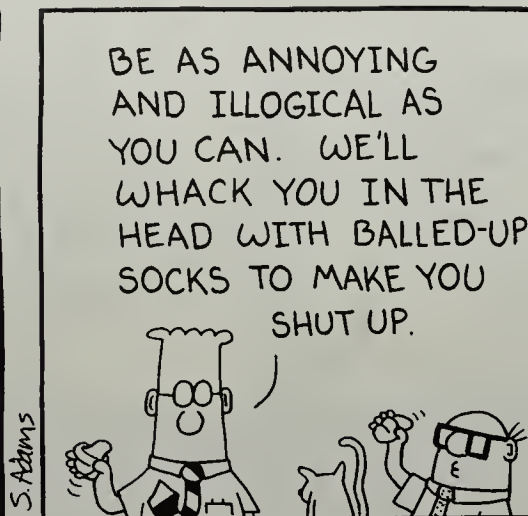
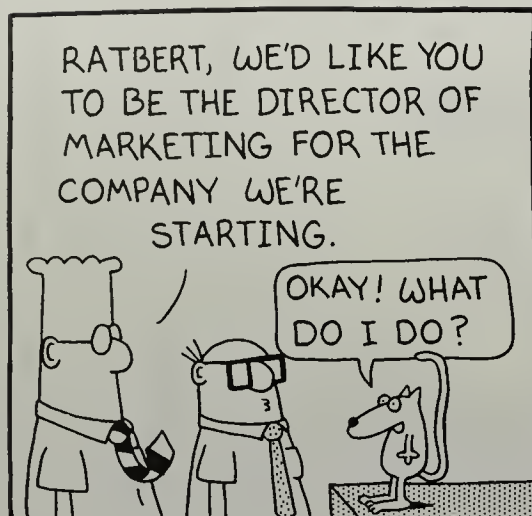




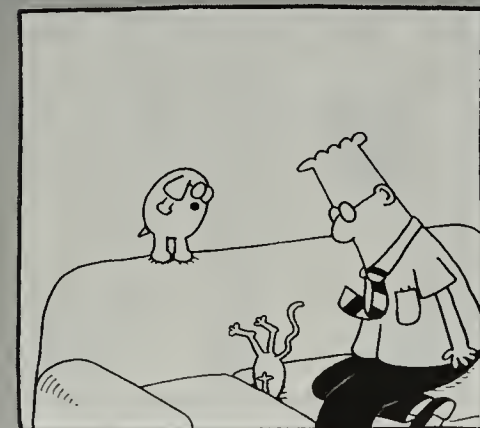
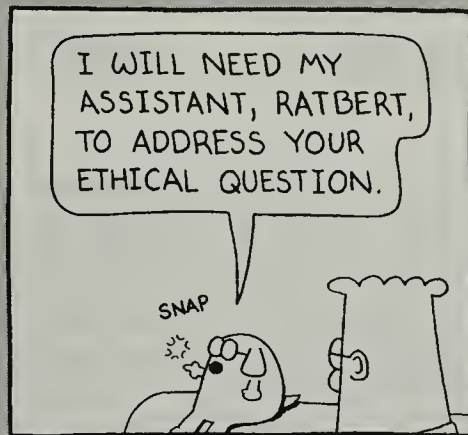
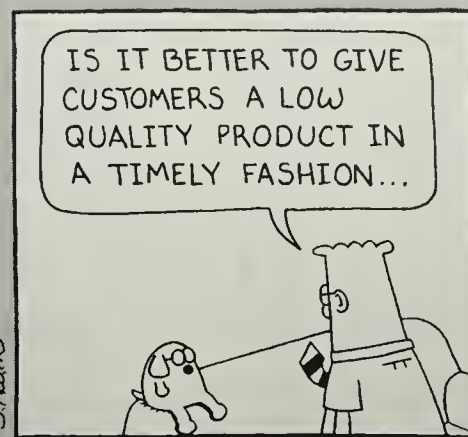


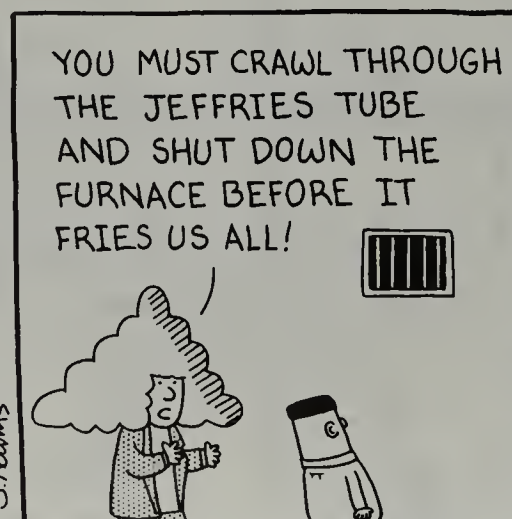
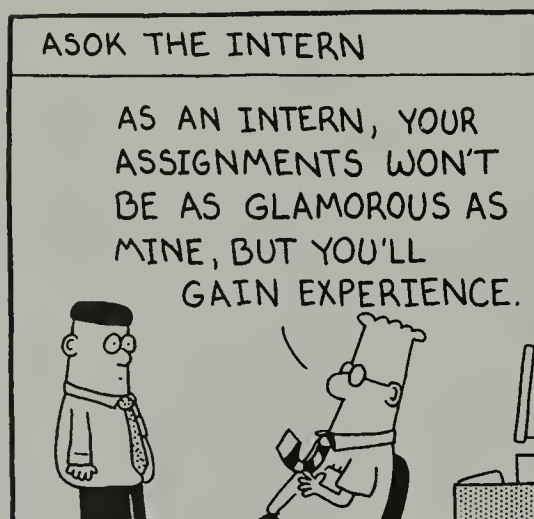
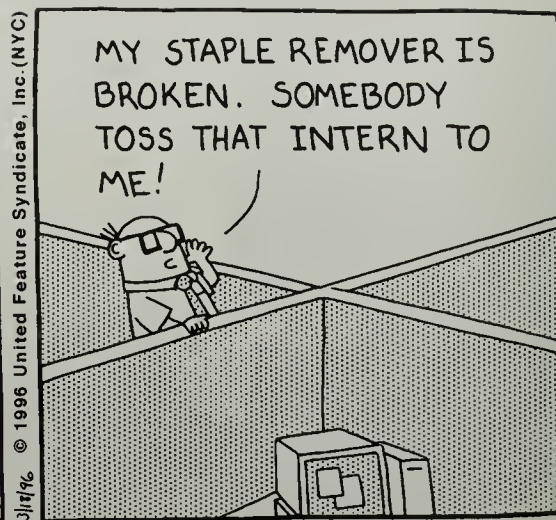












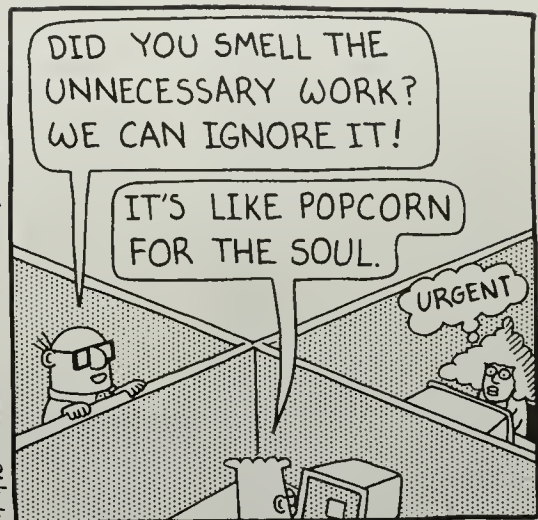




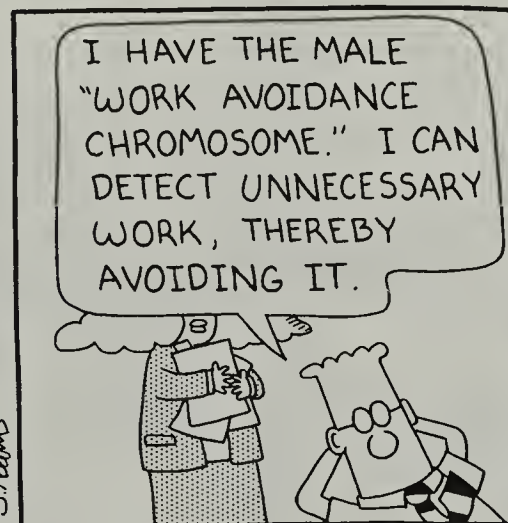
S. Adams



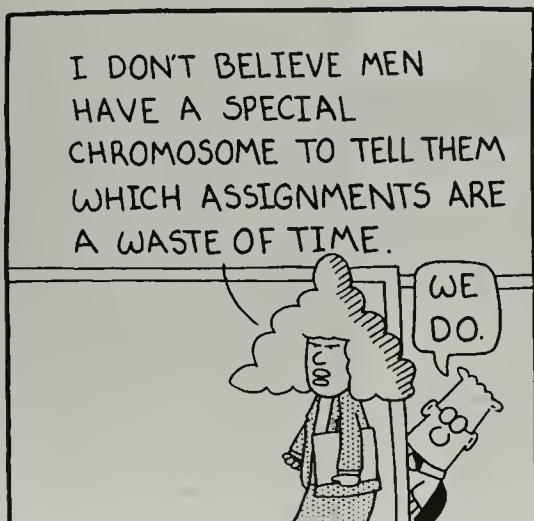
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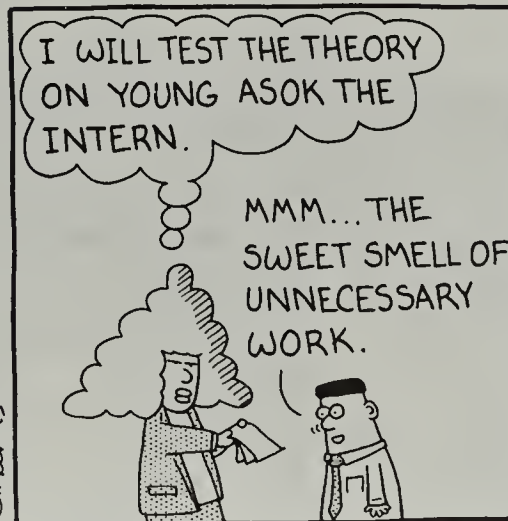
S. Adams



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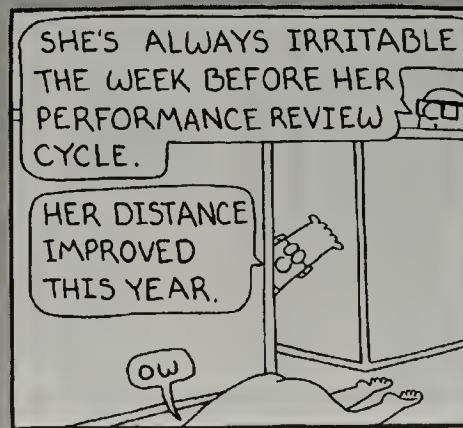
S. Adams



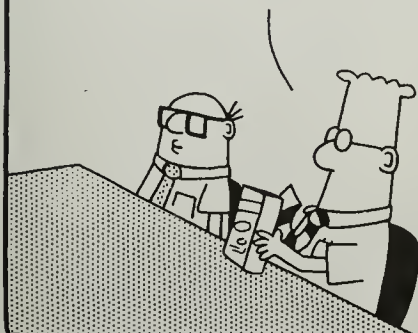
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AT LONG LAST OUR  
PRODUCT IS COMPLETE.  
IT SHIPS TOMORROW.



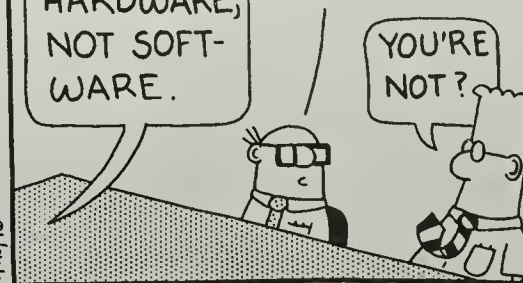
THAT'S TERRIFIC. I  
ONLY HAVE A FEW  
ADDITIONAL FEATURES  
TO ADD AND THE  
MARKETING DEPARTMENT  
WILL BE HAPPY.



I BELIEVE  
THAT OUR  
CUSTOMERS  
WANT  
HARDWARE,  
NOT SOFT-  
WARE.

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

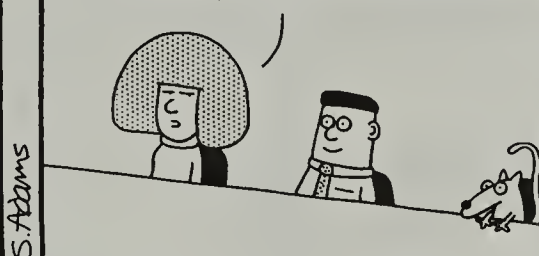
YOU'RE  
NOT?



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



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



MY NEXT  
RAISE WILL  
DEPEND ON  
THEIR  
PERFOR-  
MANCE.

I'LL DO  
THE  
SPORTS  
PAGE!

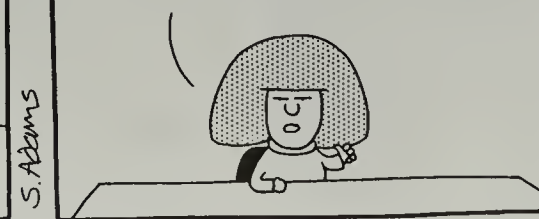
I'LL BE THE  
TOPLESS  
MODEL ON  
PAGE TWO.



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



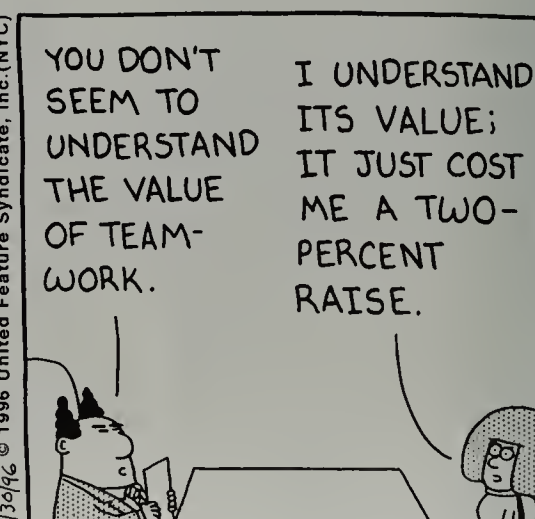
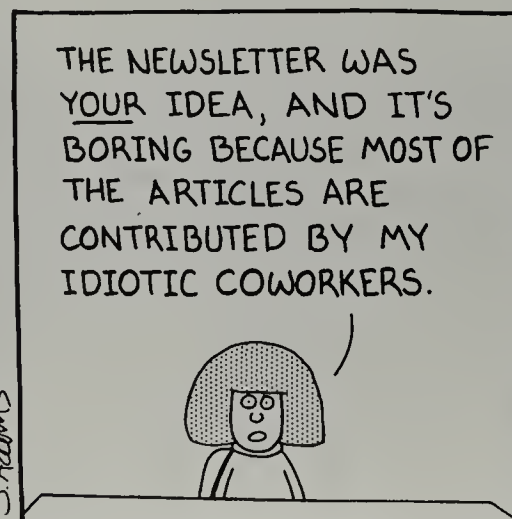
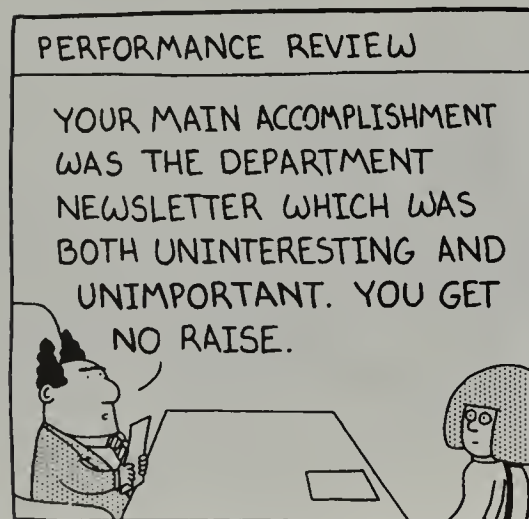
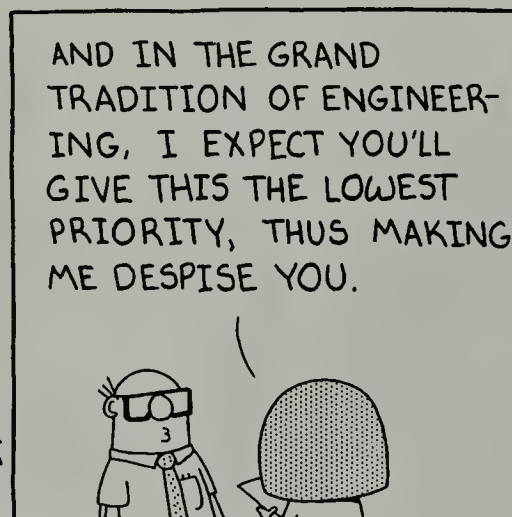
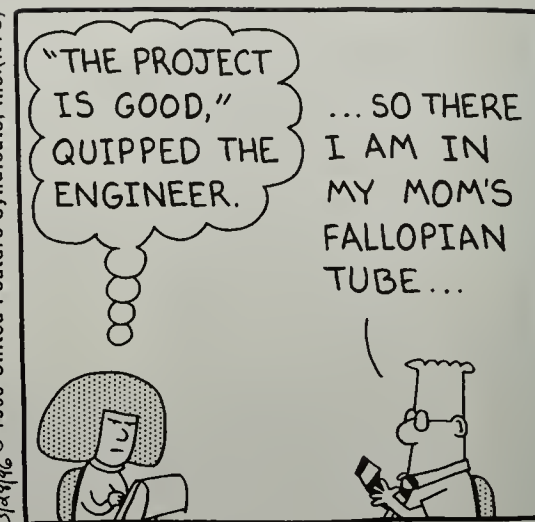
I'M AN EXPERIENCED  
TECHNICAL WRITER. YOU  
ARE AN INTERN AND  
A RAT, RESPECTIVELY.  
THEREFORE I WILL BE  
THE EDITOR.



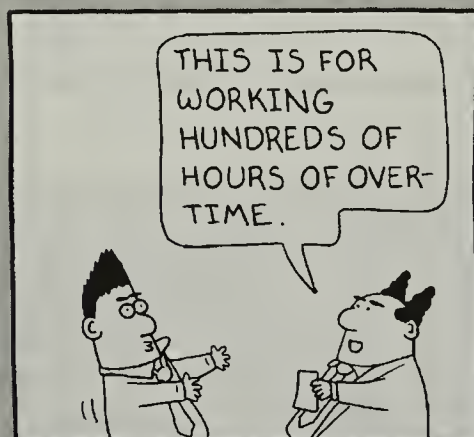
I HAVE NO  
SKILLS WHATSOEVER.  
THERE-  
FORE I'LL BE  
EXECUTIVE  
EDITOR.

IS "PUBLISHER"  
TAKEN?









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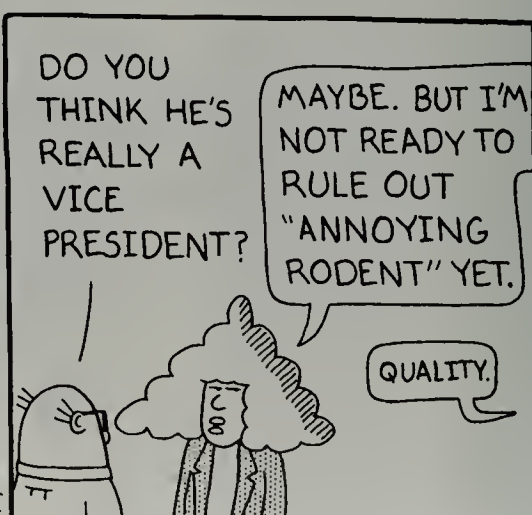
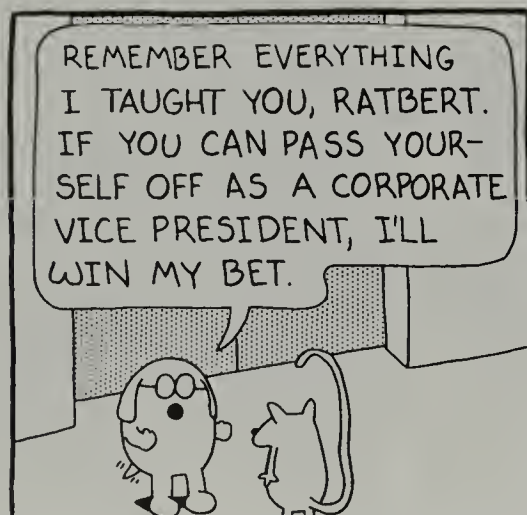
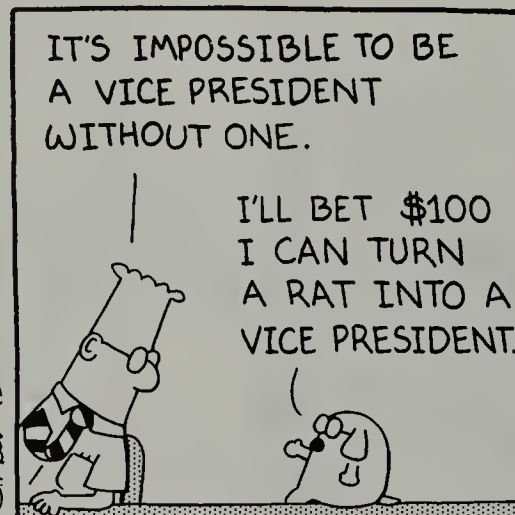


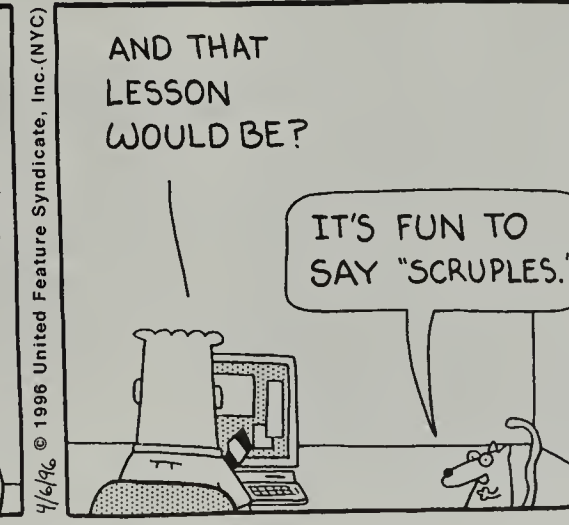
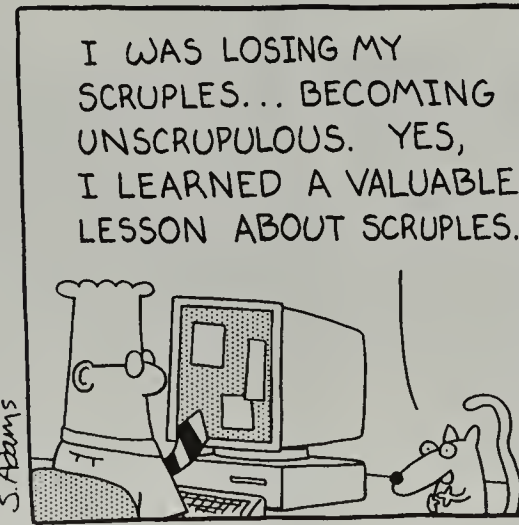
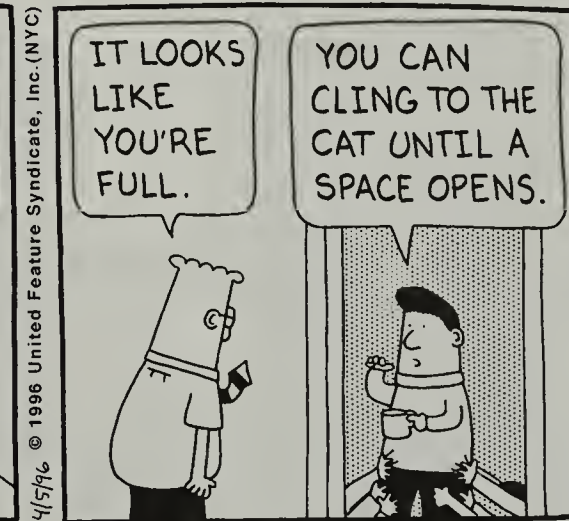
SADAMS



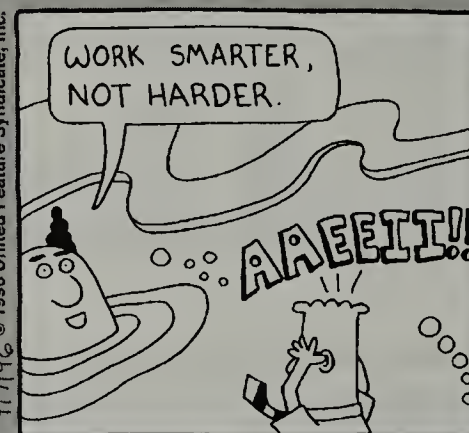
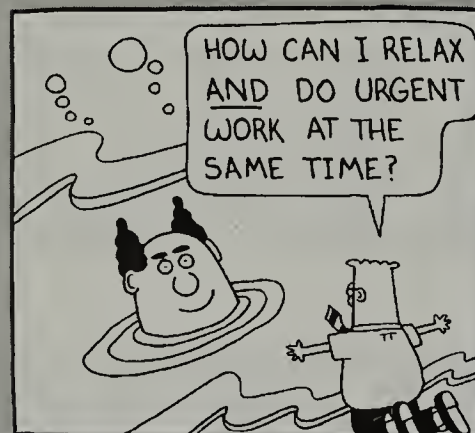
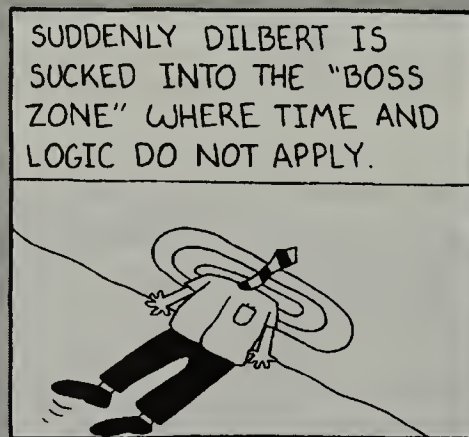
3/31/96

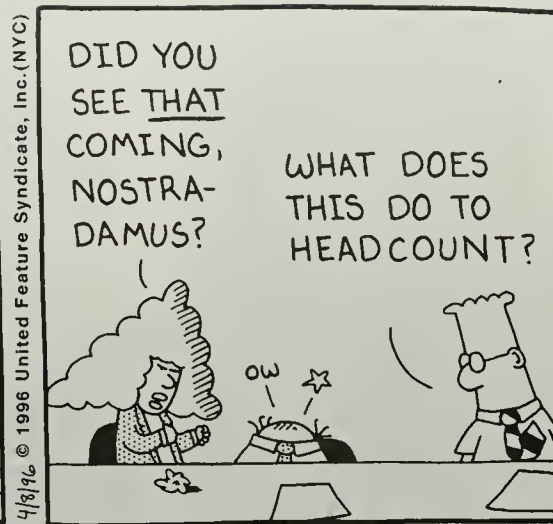




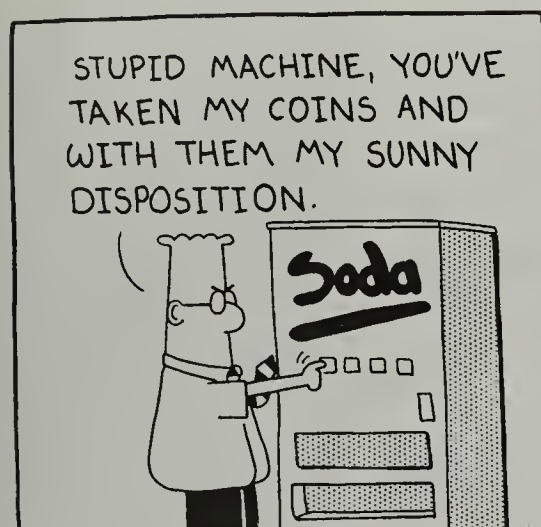




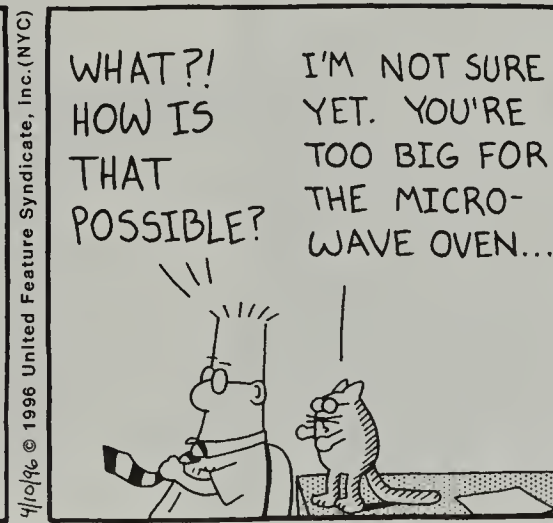
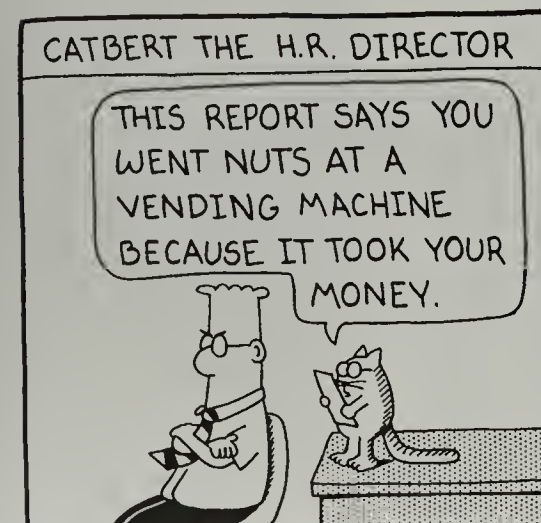




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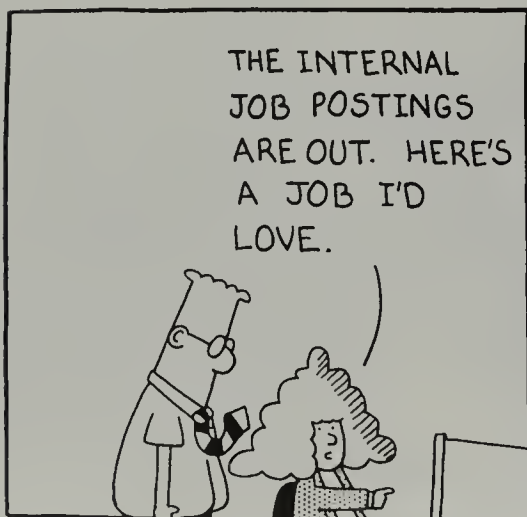
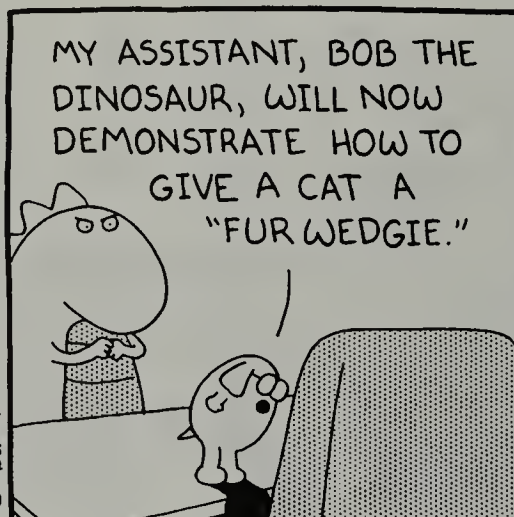
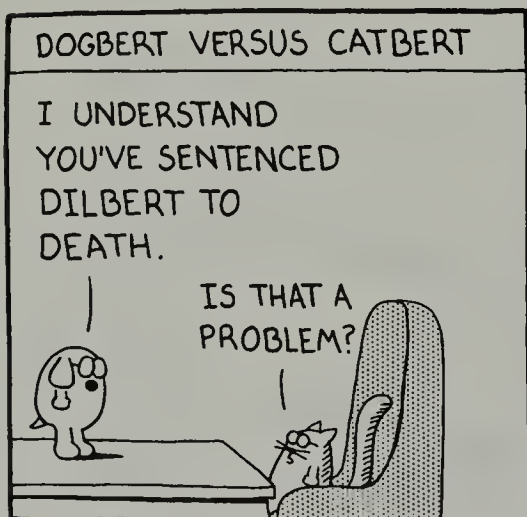
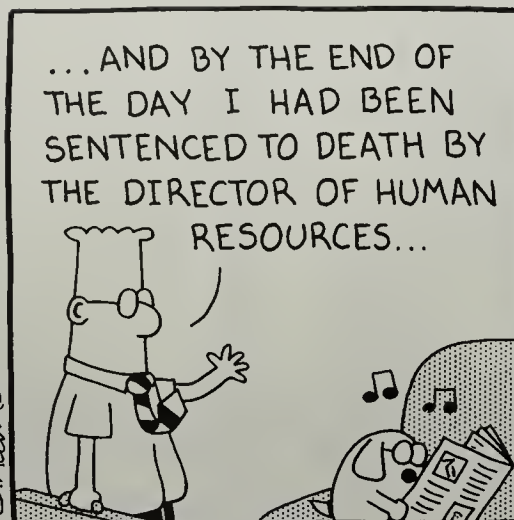


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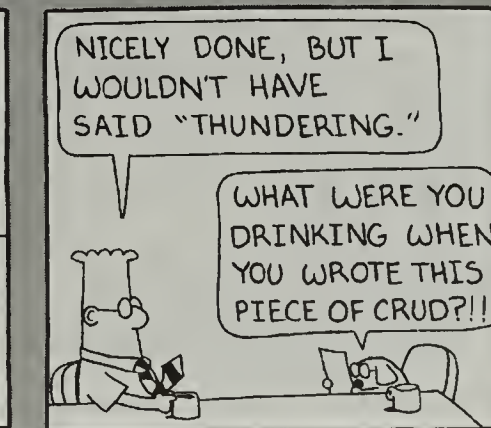
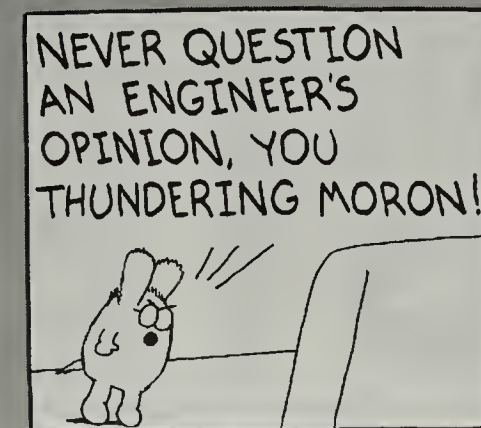
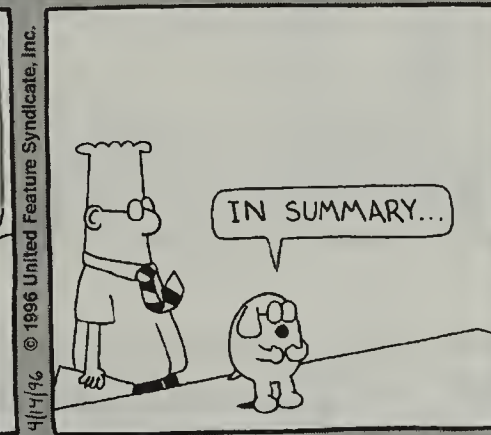
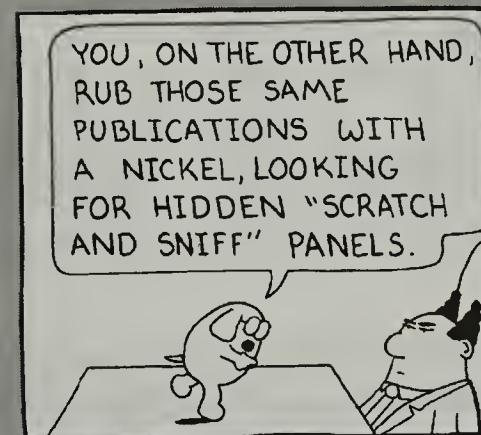
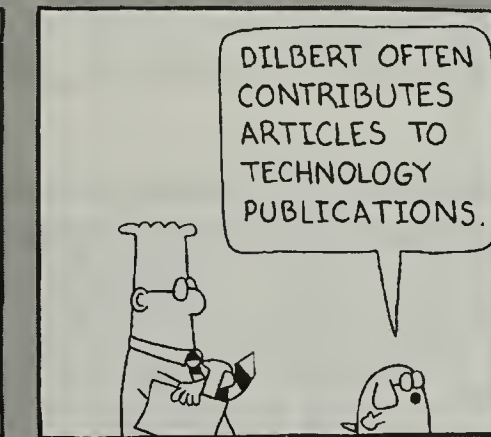
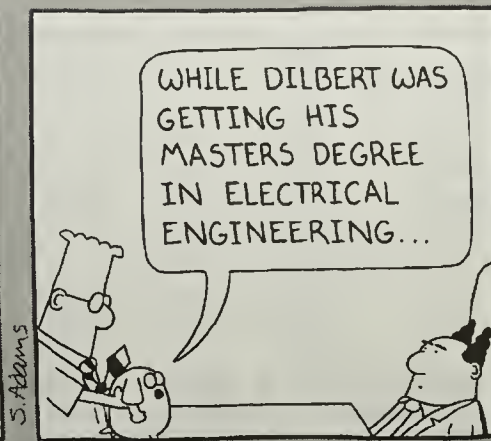


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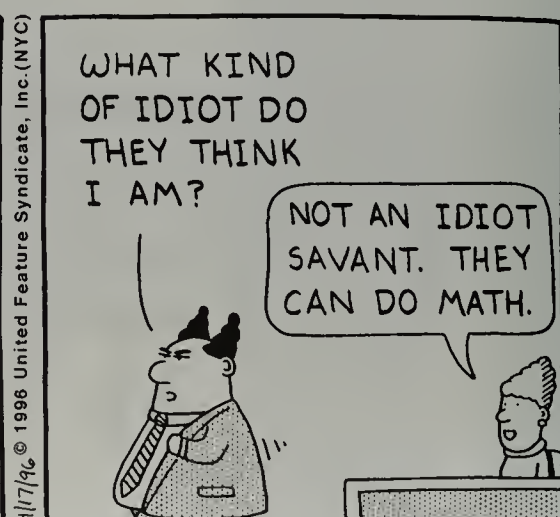
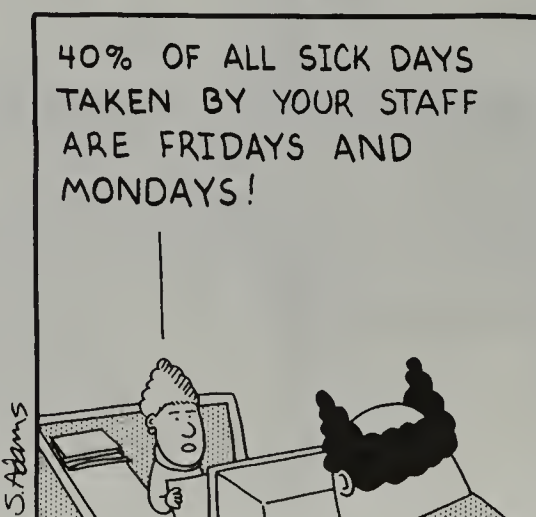


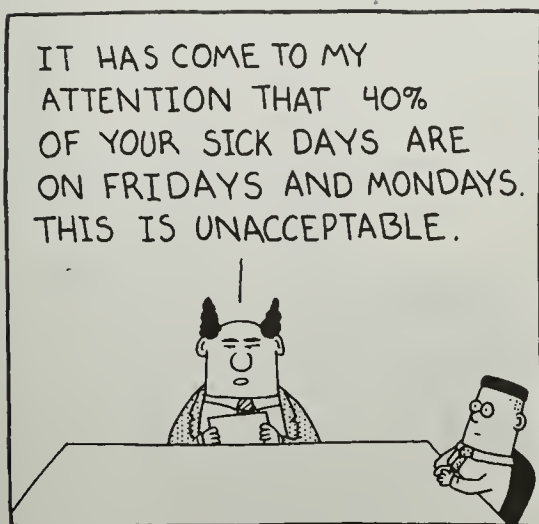




S. Adams

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S. Adams



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S. Adams



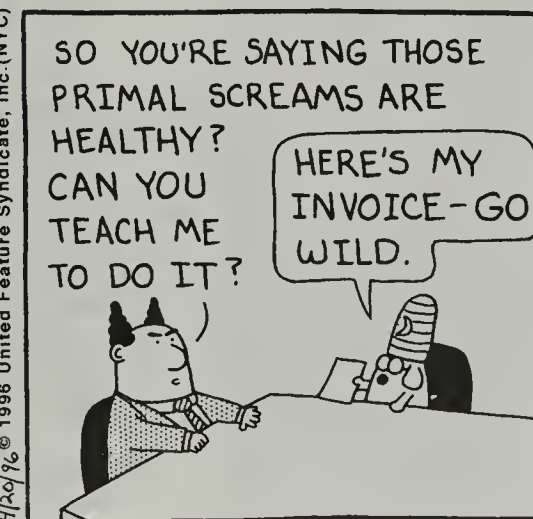
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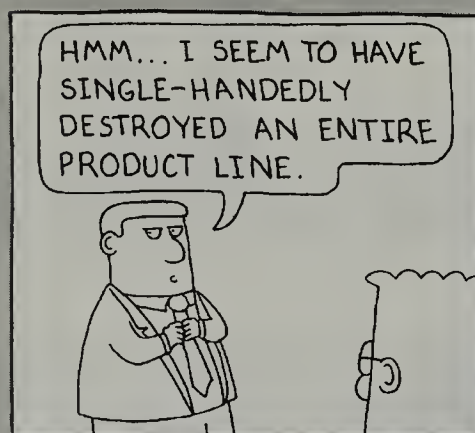
S. Adams



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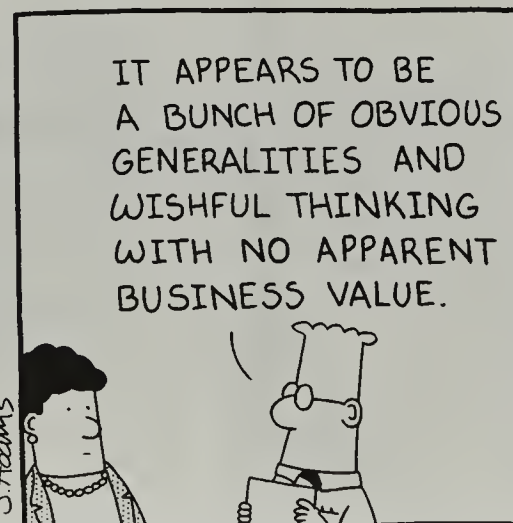
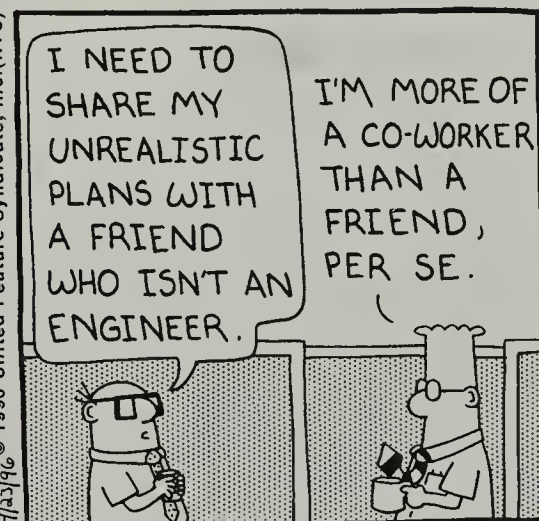
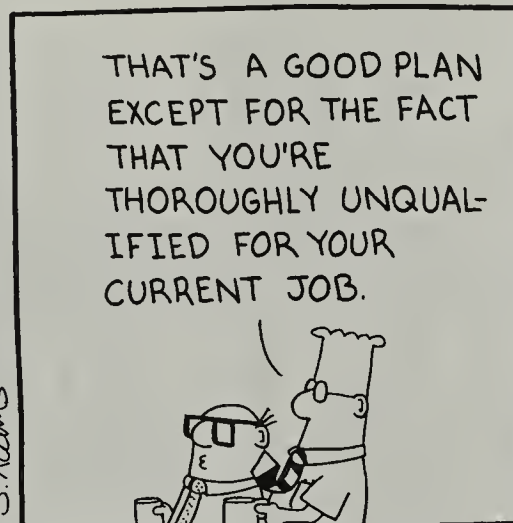
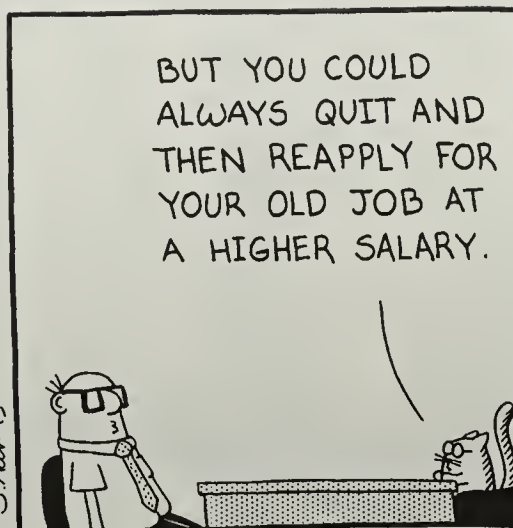




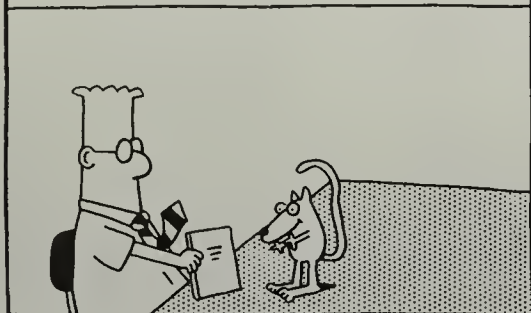


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EXPERIMENT #1: I AM EXPOSING A RAT TO MY COMPANY'S MARKETING PLAN.



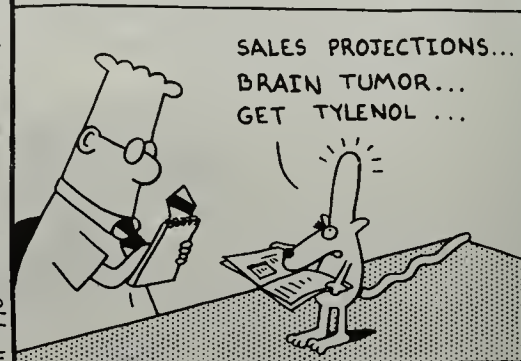
S. Adams

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.



SALES PROJECTIONS...  
BRAIN TUMOR...  
GET TYLENOL ...

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



S. Adams

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



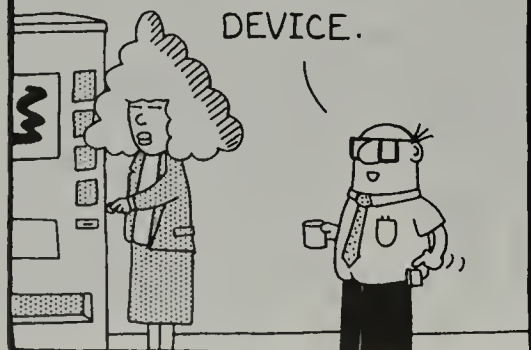
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ARE YOU FINISHED ANNOYING ME YET?

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



I GOT MYSELF A LITTLE WORK-AVOIDANCE DEVICE.



S. Adams

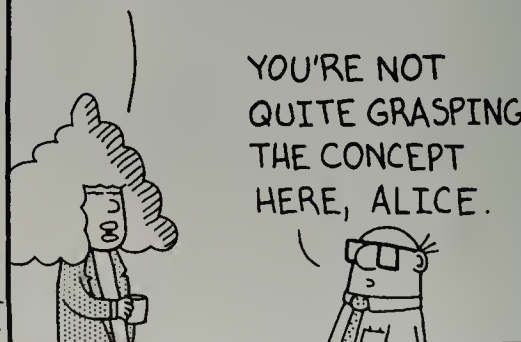
IF I WANT TO LEAVE A MEETING EARLY, I JUST LOOK DOWN AND SAY "UH-OH" AND SCURRY AWAY.



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

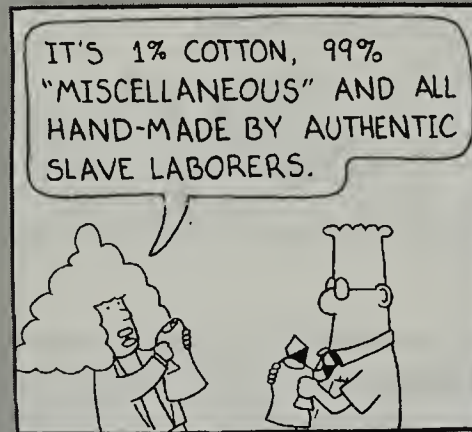
YOU'RE NOT QUITE GRASPING THE CONCEPT HERE, ALICE.





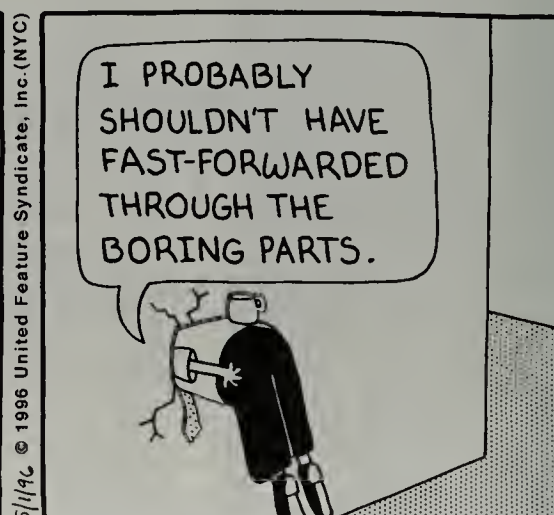
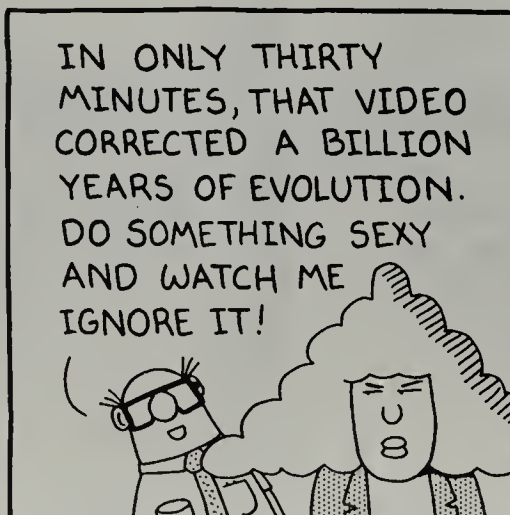
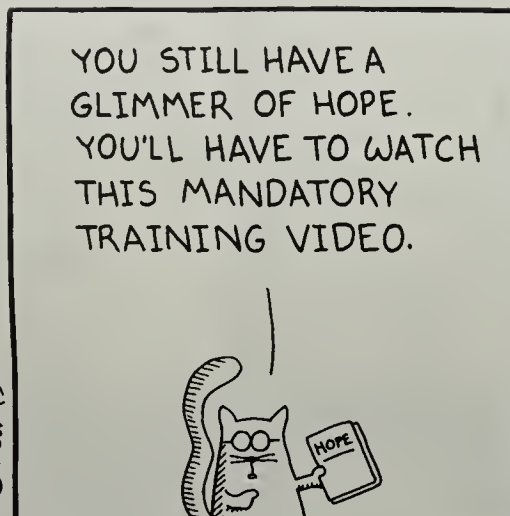


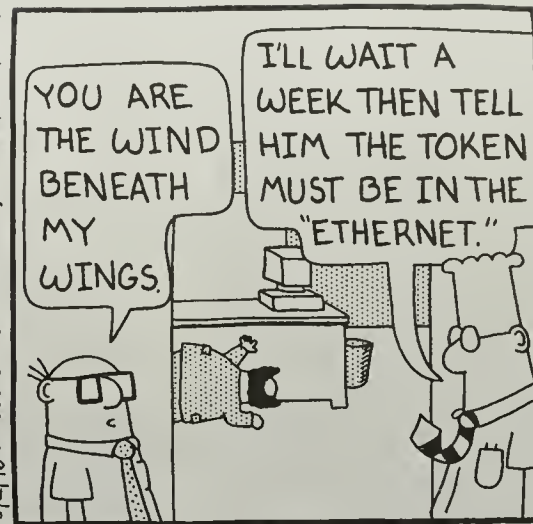
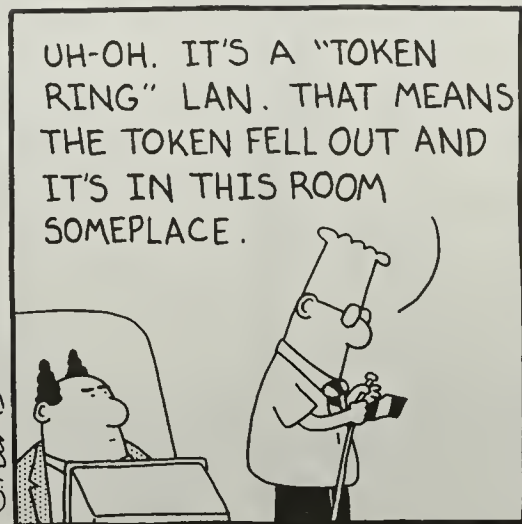
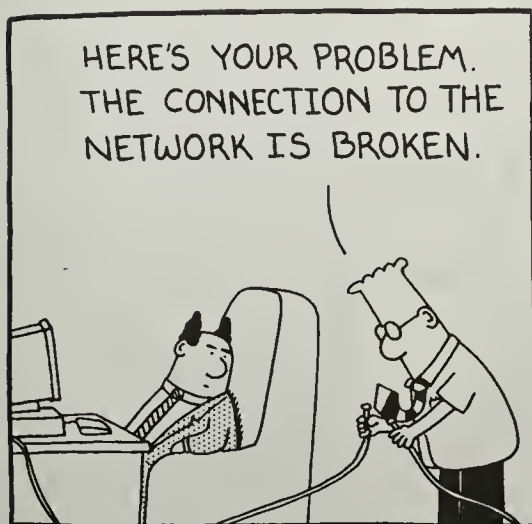
S. Adams



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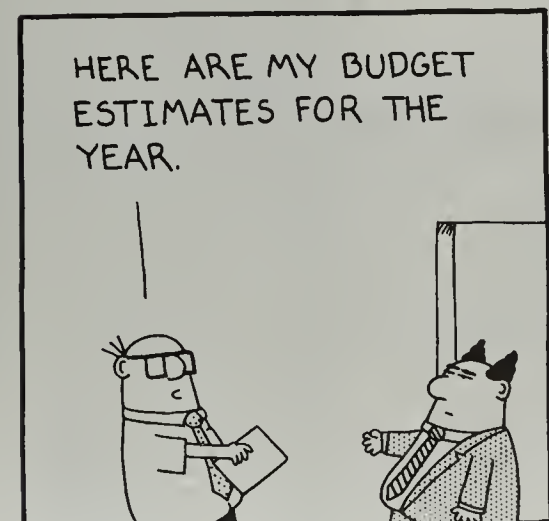




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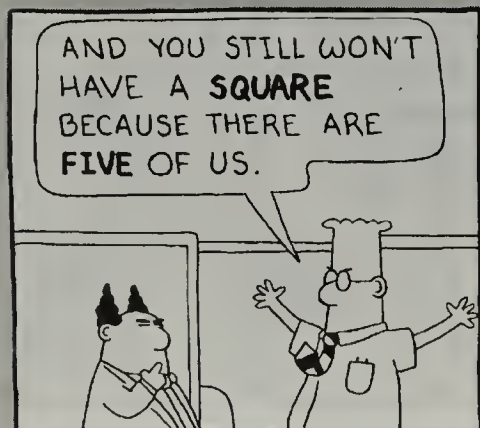
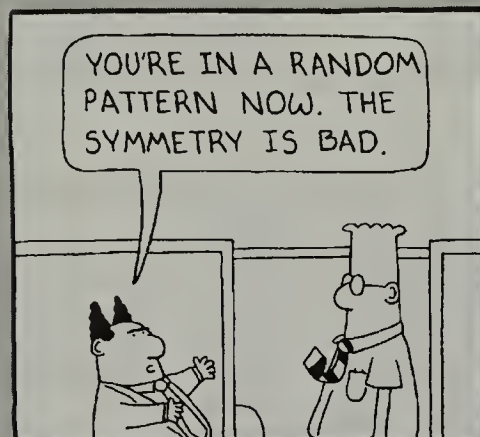
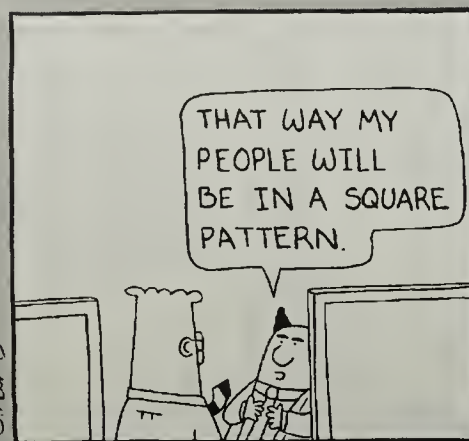
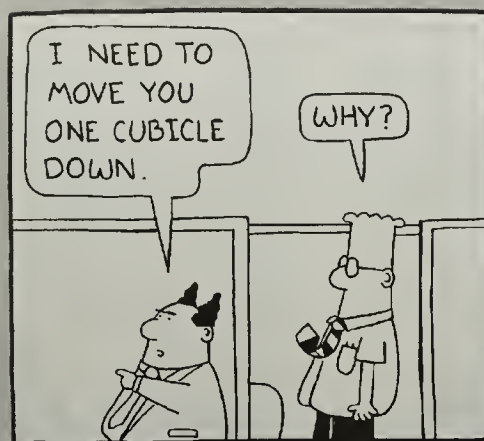


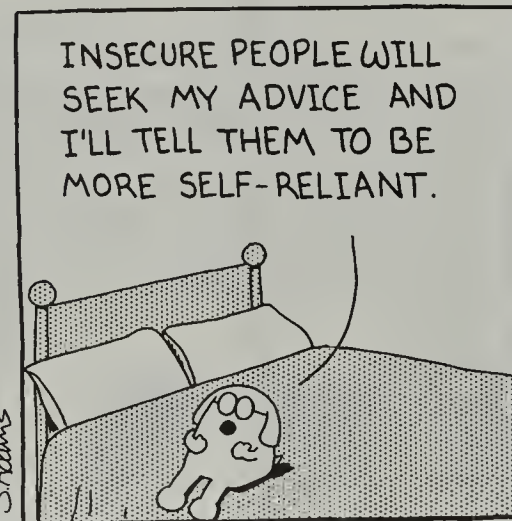
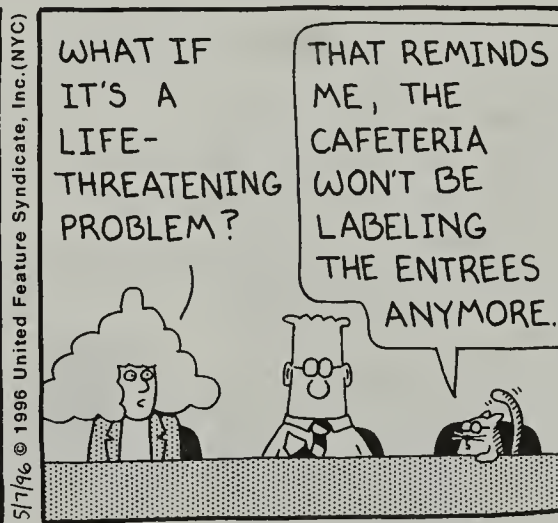
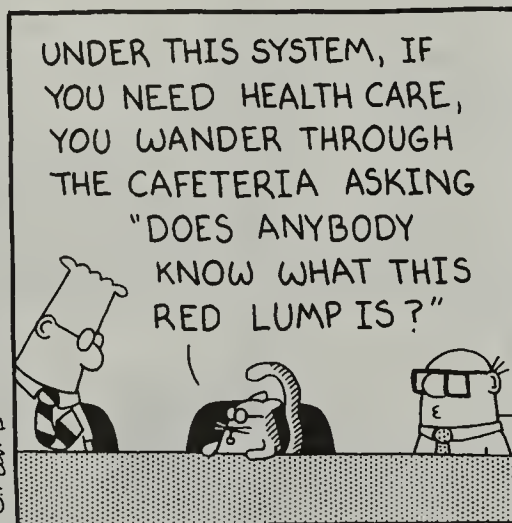
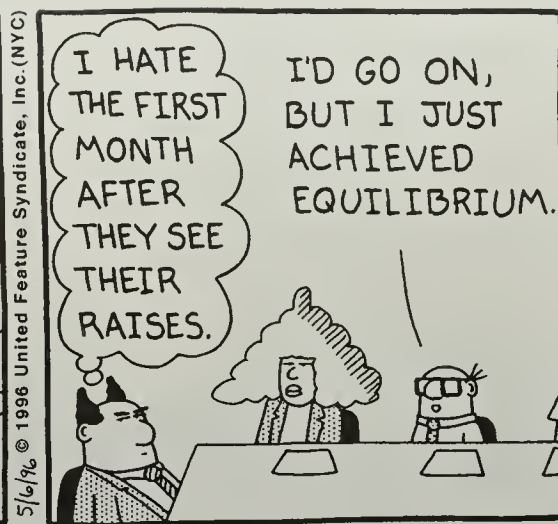
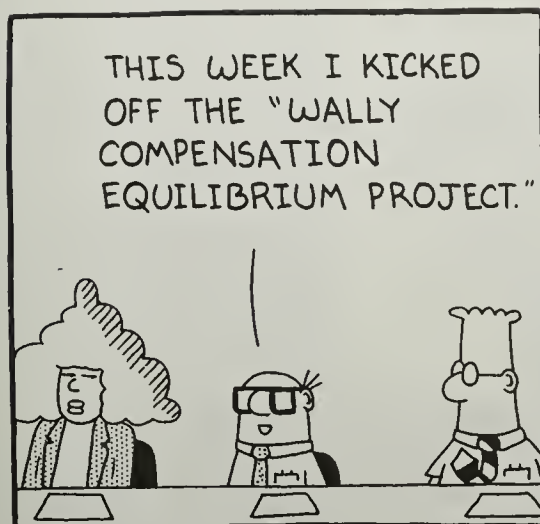
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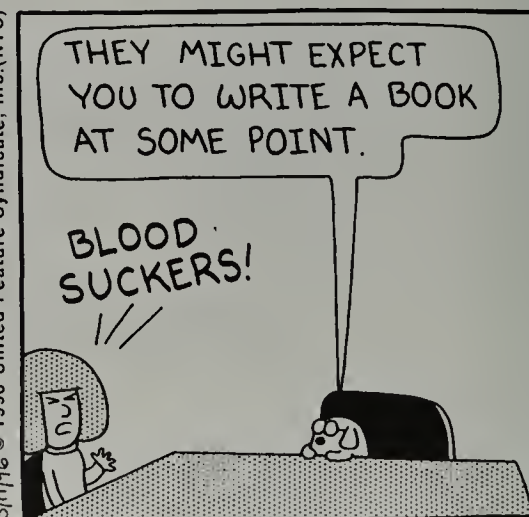
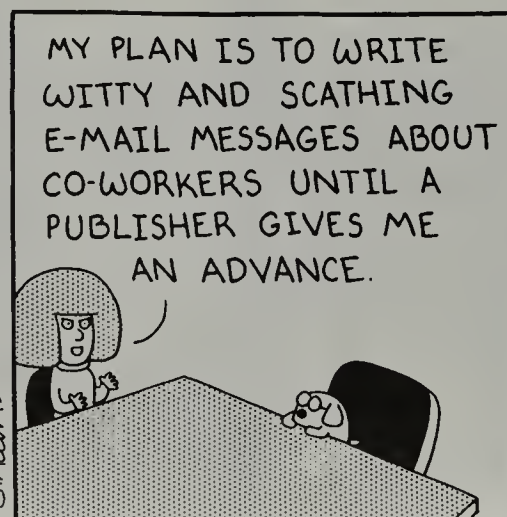
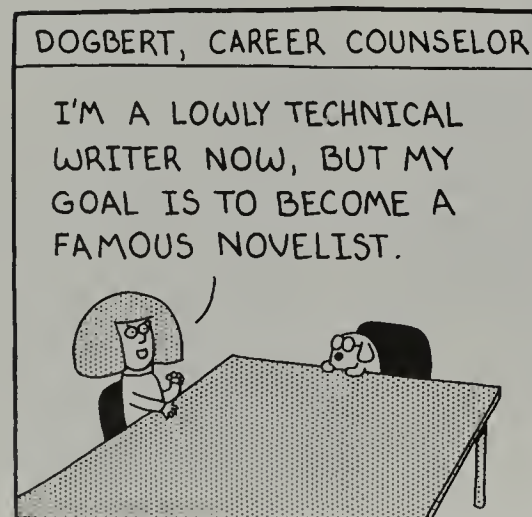
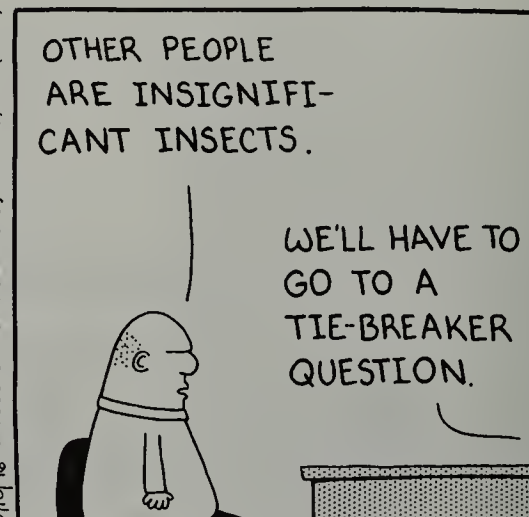
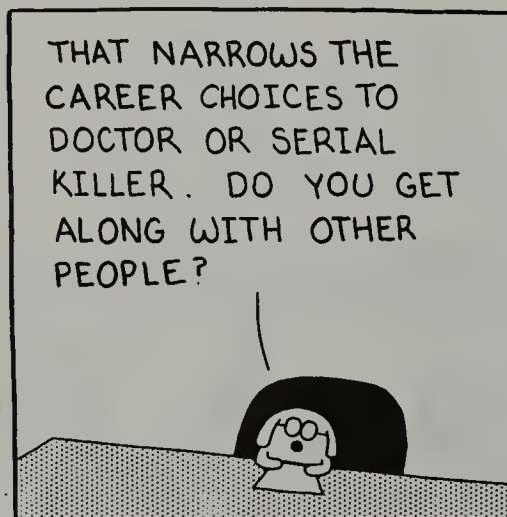
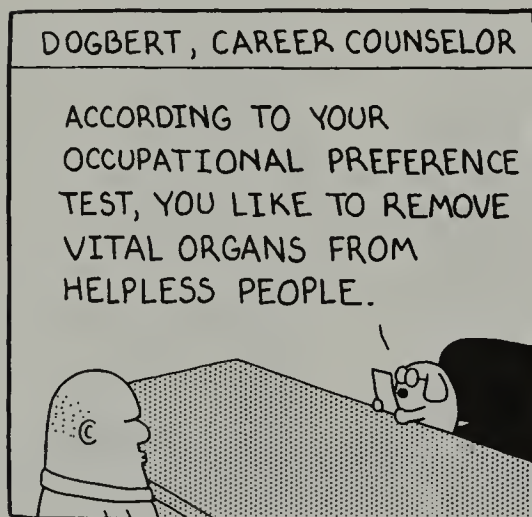
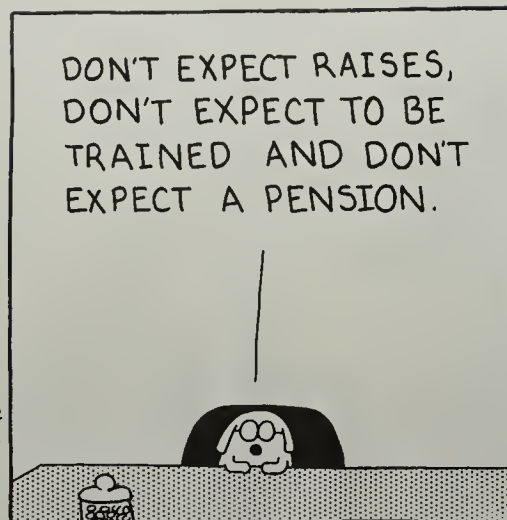
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THE COMPANY ANNOUNCED  
WE'RE BEING BOUGHT BY  
OUR LONG-TIME RIVAL.



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



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

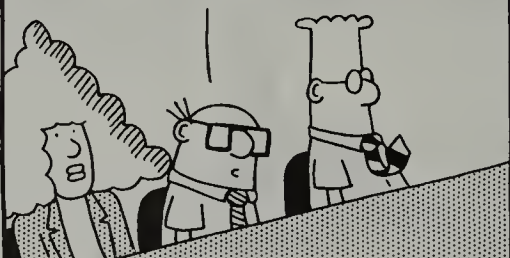


AFTER THE MERGER, WE'LL  
REDUCE STAFF IN AREAS  
THAT ARE REDUNDANT.



S. Adams

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



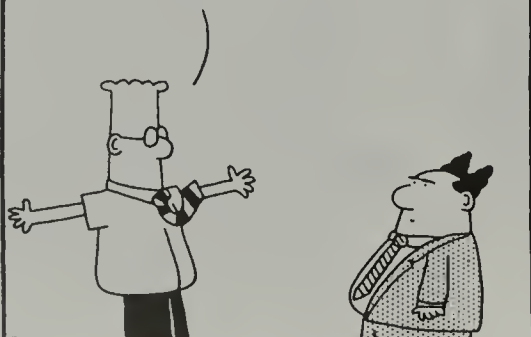
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WE ALREADY  
HAVE A  
BALD GUY.

DOES YOURS  
STEAL OFFICE  
FURNITURE,  
TOO?



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



S. Adams

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



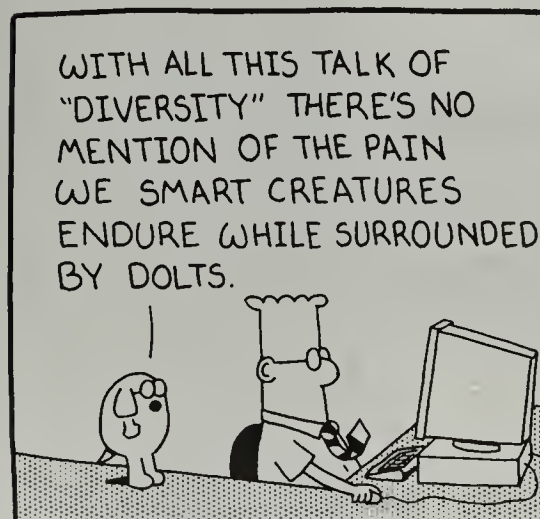
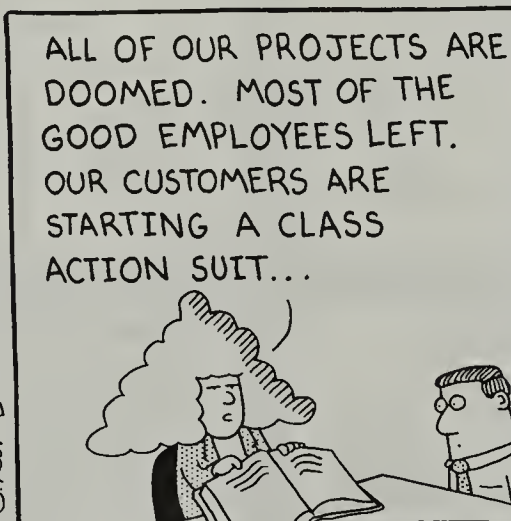
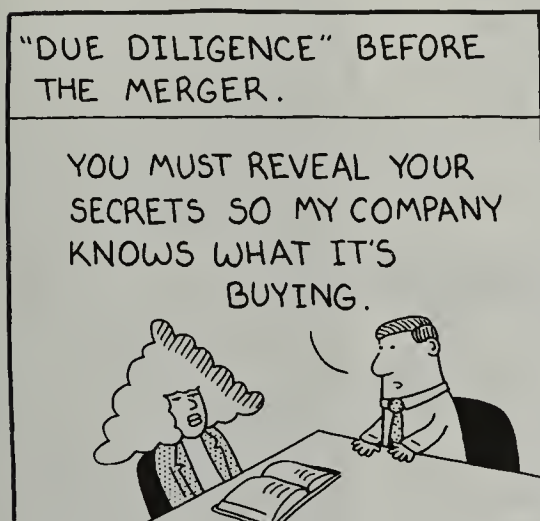
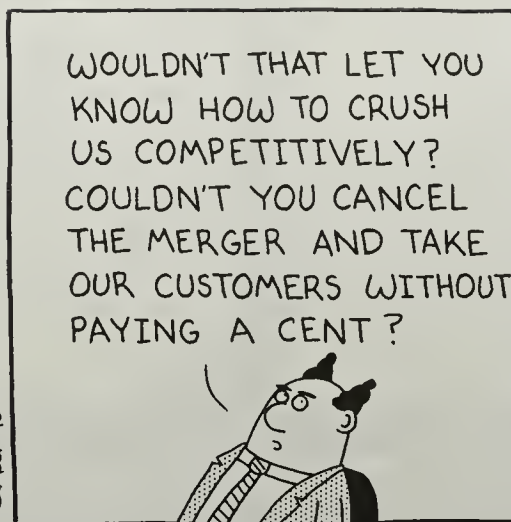
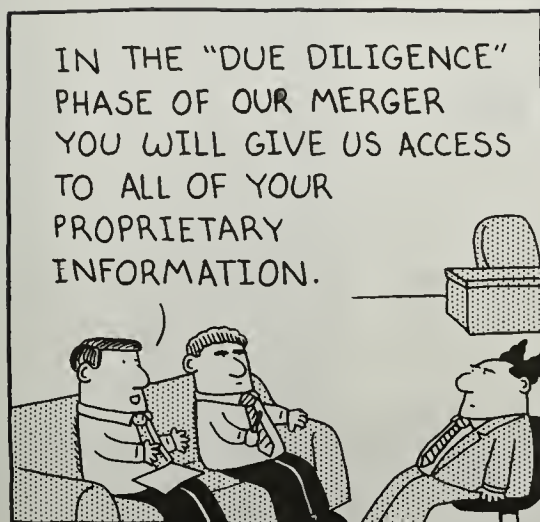
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I THINK I'M ADVANCING  
TO THE NEXT PHASE.  
HELLO, RIGOR MORTIS!!  
TAKE ME, I'M READY!!

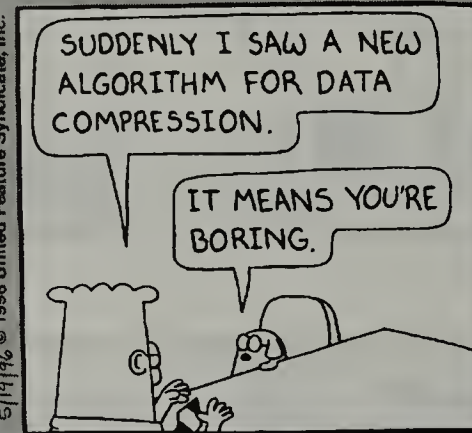
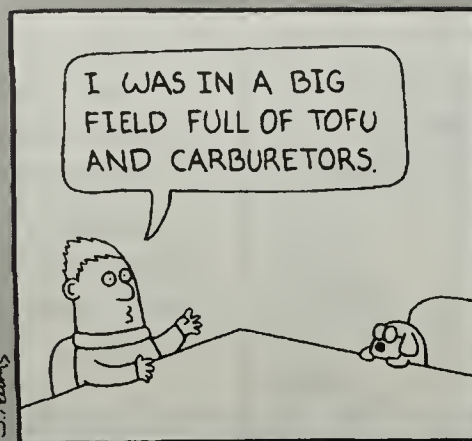
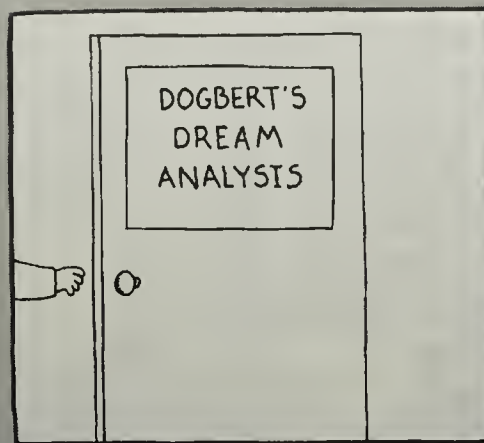
IT MIGHT BE TIME  
FOR A MORALE-  
BOOSTING POTLUCK  
LUNCH.











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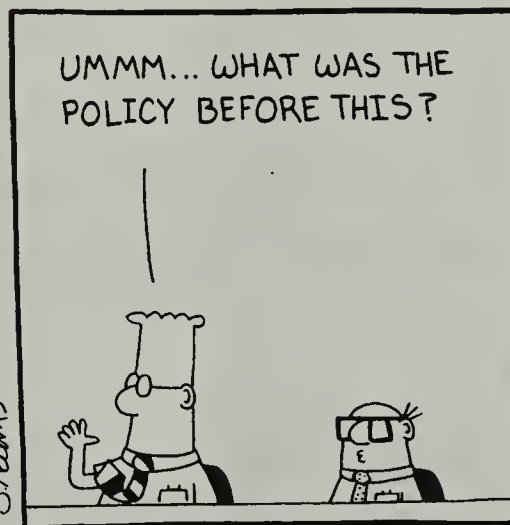
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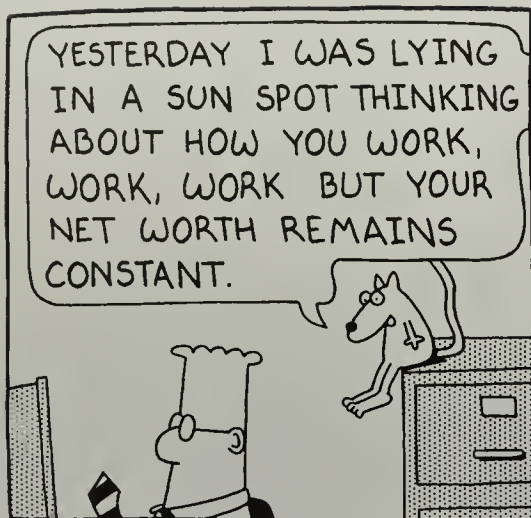
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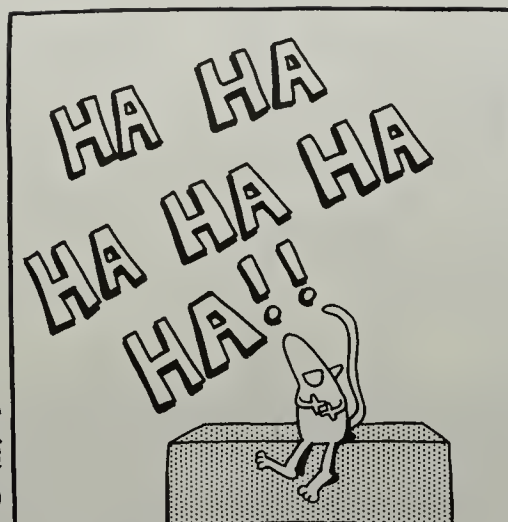
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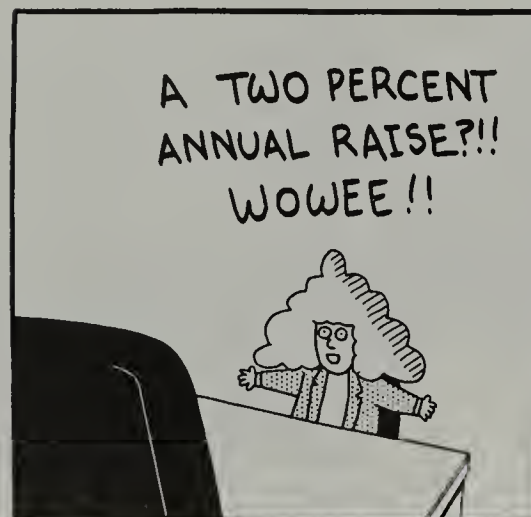
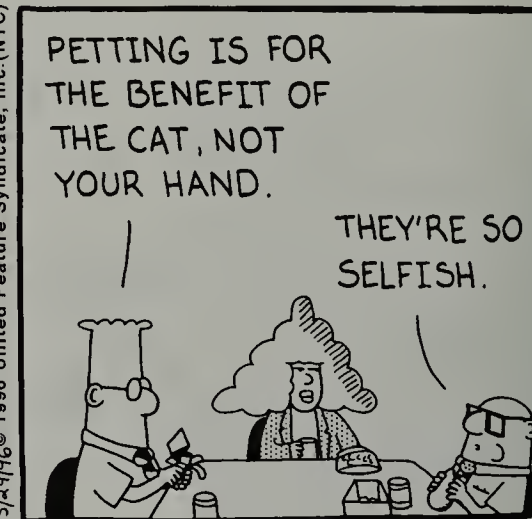
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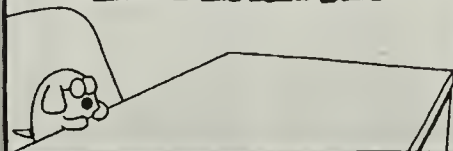


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# BUSINESS LANGUAGE EXPLAINED



S. Adams

"WE HAVE TO BE MORE COMPETITIVE."

NICE BARREL.

THIS OLD THING?



MEANING: SAY GOODBYE TO SALARY INCREASES.

"WE MUST FOCUS ON OUR CORE BUSINESS."

HELLO.



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

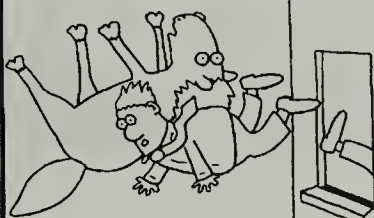
"YOU ARE EMPOWERED."

I PROCLAIM THIS TO BE "GREEN INK DAY."



MEANING: YOU'RE THE MONARCH OF UNIMPORTANT DECISIONS.

"WE'RE REENGINEERING YOUR FUNCTION."



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

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"TRAINING IS ESSENTIAL."

YOU WERE A CANNIBAL?

I'M A PEOPLE PERSON.



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

"WE'RE MARKET DRIVEN."

WHAT'S YOUR FAVORITE ODOR?

RESEARCH



MEANING: WE BLAME CUSTOMERS FOR OUR LACK OF INNOVATION.

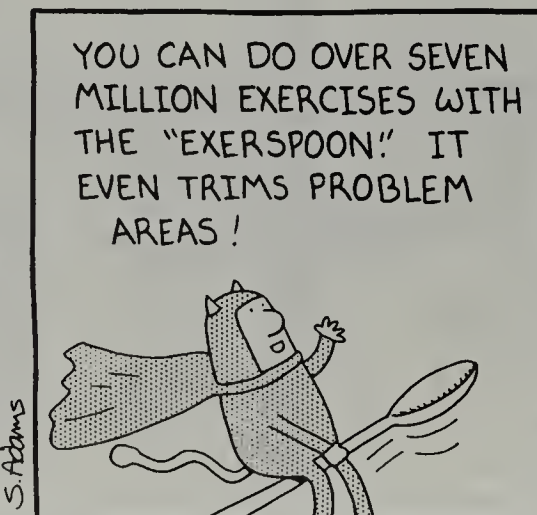
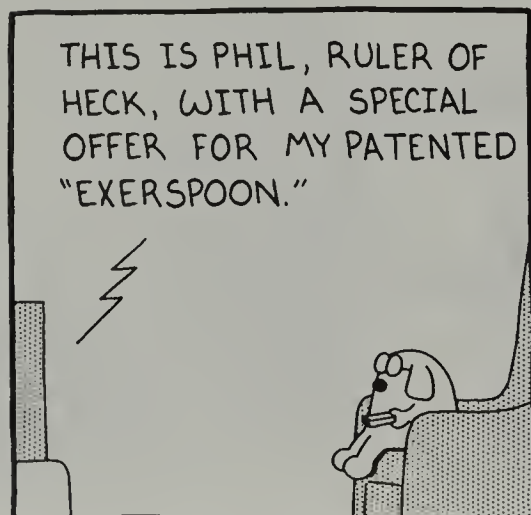
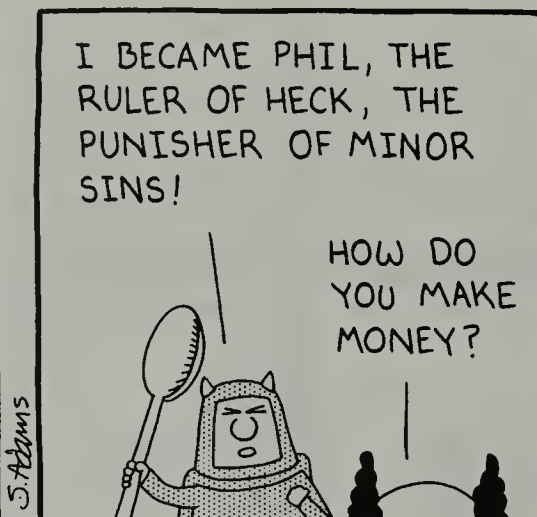
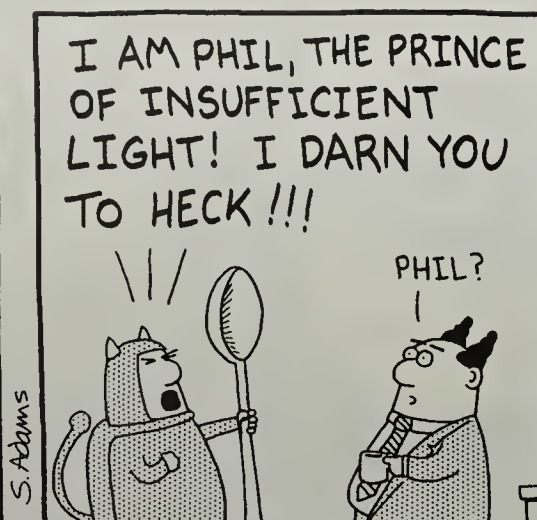
"WE VALUE EMPLOYEE INPUT."

THANKS FOR LISTENING.

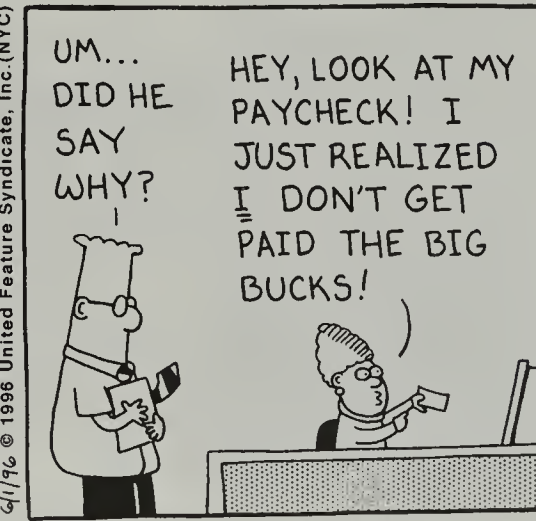
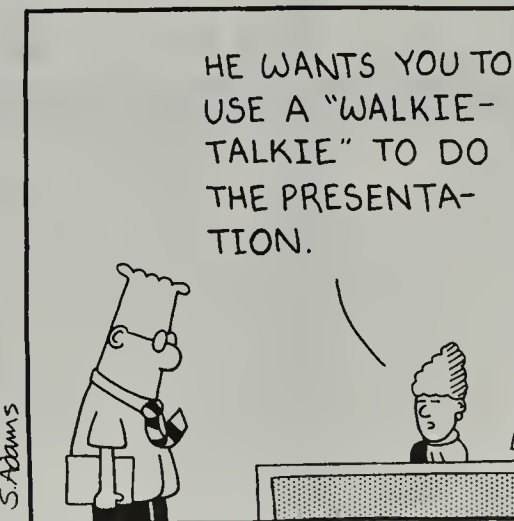
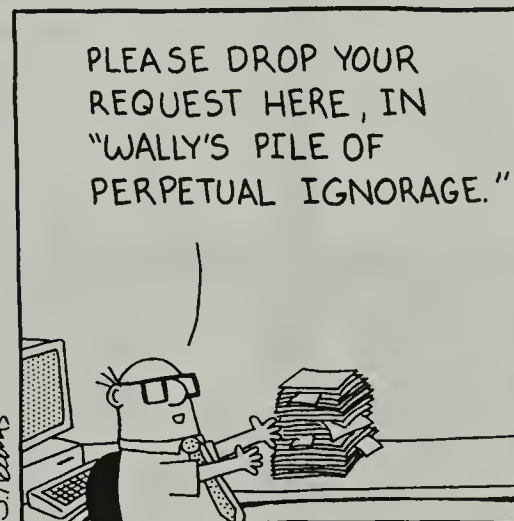
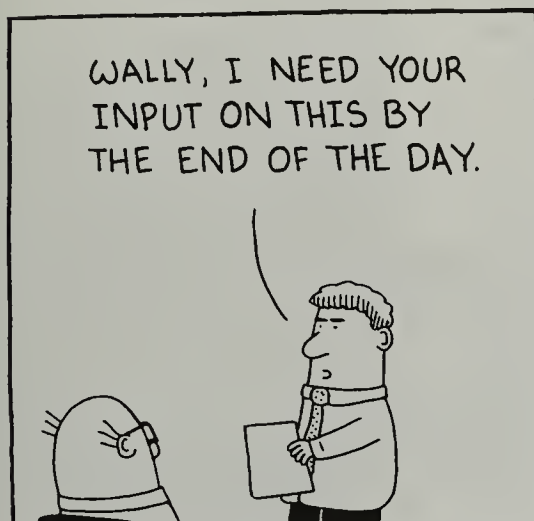
HA HA HA!



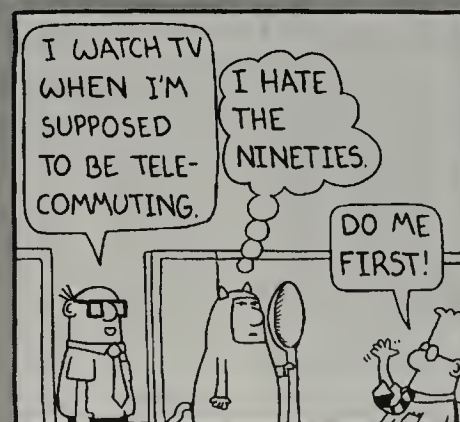
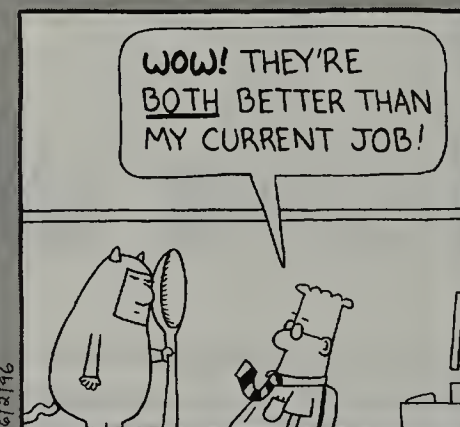
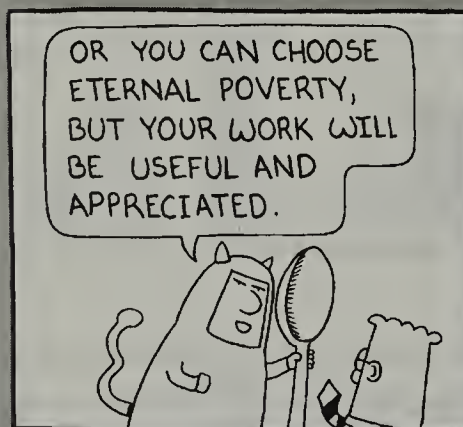
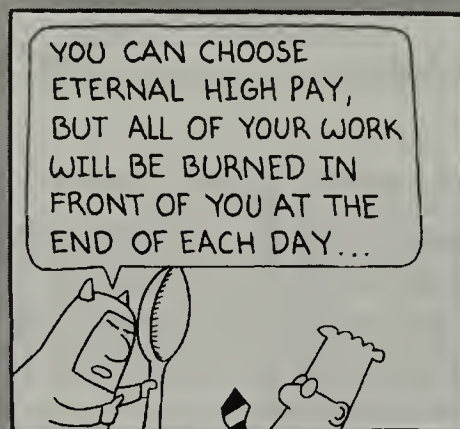
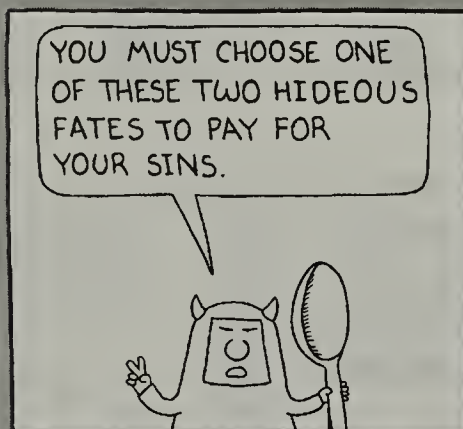
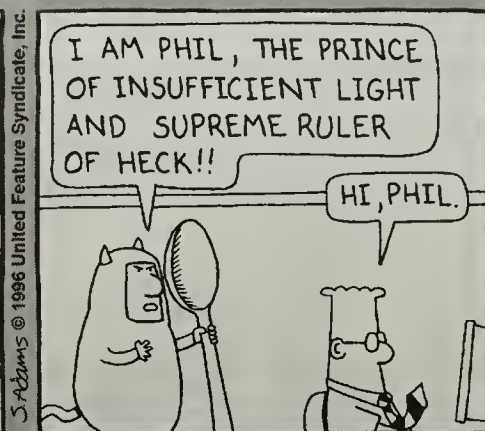
MEANING: WE THINK HUMOR IS IMPORTANT.





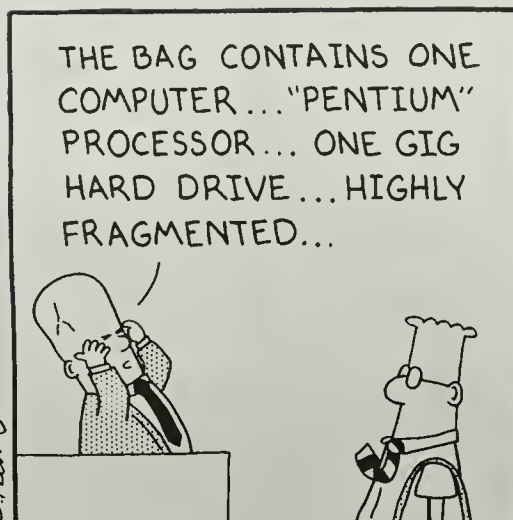




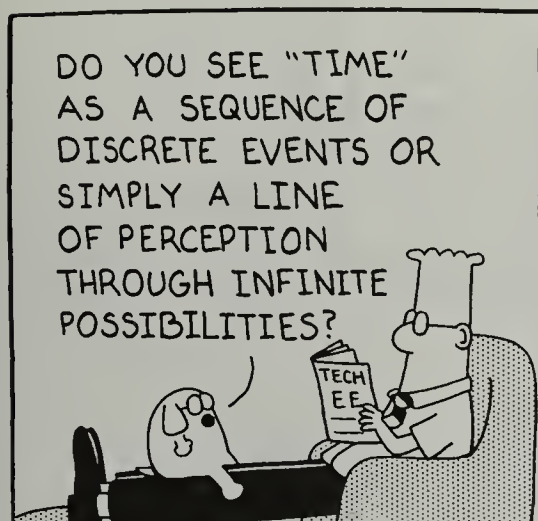
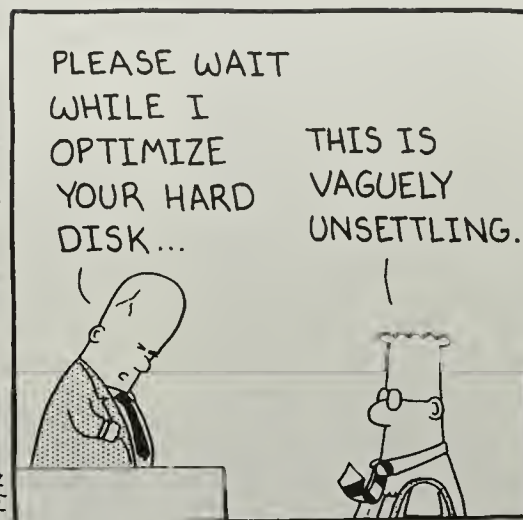




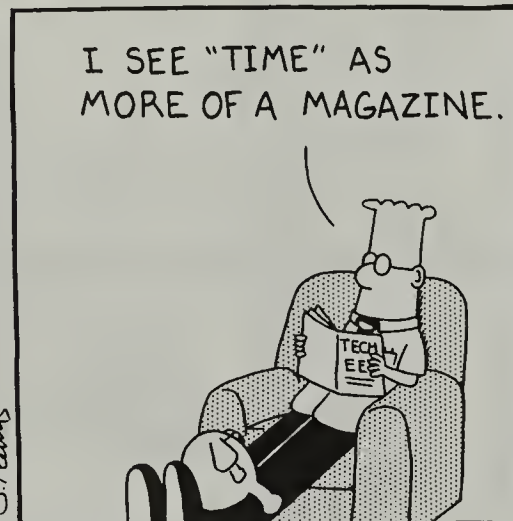
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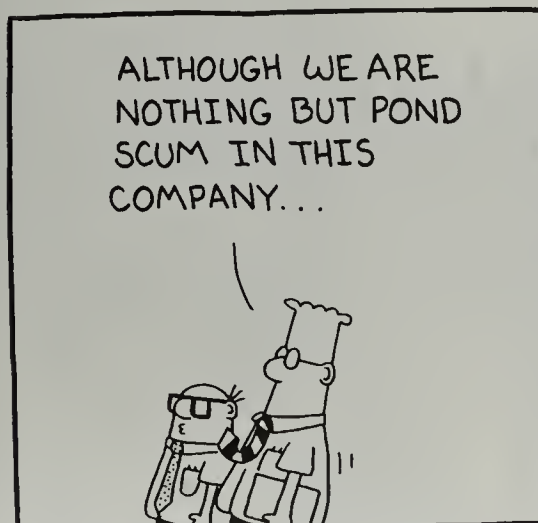
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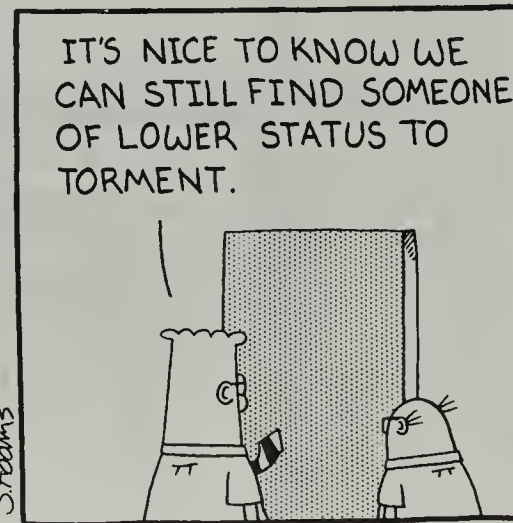
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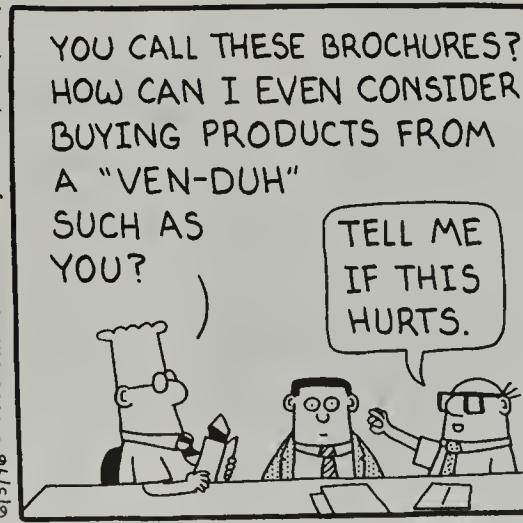
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## TORMENTING THE VENDOR

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



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

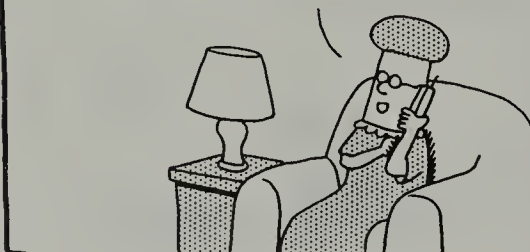


YOUR COMPETITOR  
COMPLETED THE  
"VENDOR CHALLENGE  
COURSE" IN 37  
SECONDS.

AND HE GAVE US  
VERY NICE  
T-SHIRTS.



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

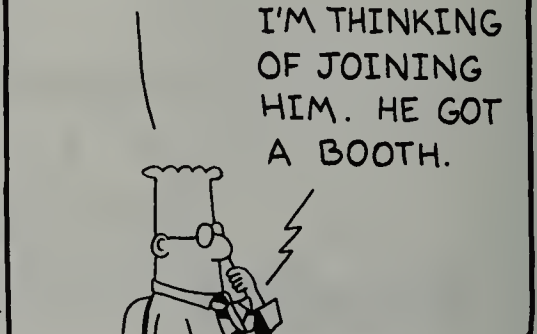


HE'S SO LITERAL - HE  
DIDN'T WANT TO  
LEAVE UNTIL IT WAS  
"ALL HE COULD EAT."

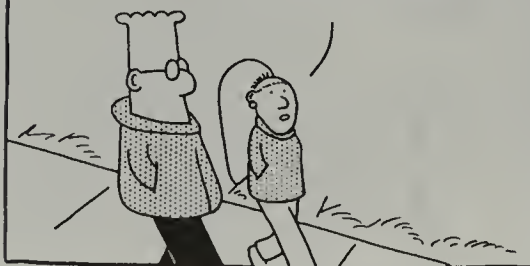


WHEN'S HE  
COMING  
HOME?

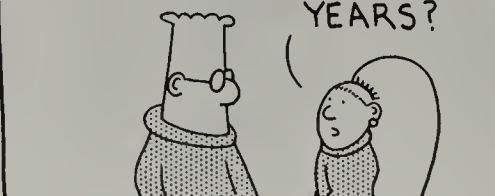
I'M THINKING  
OF JOINING  
HIM. HE GOT  
A BOOTH.



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



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

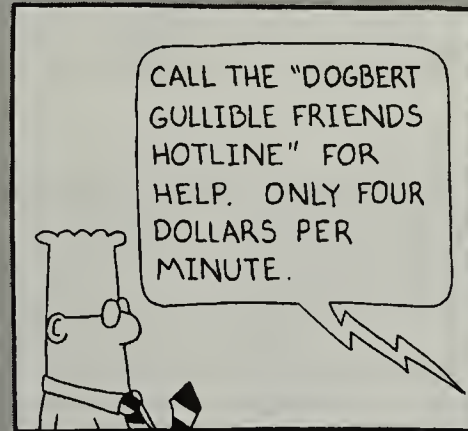


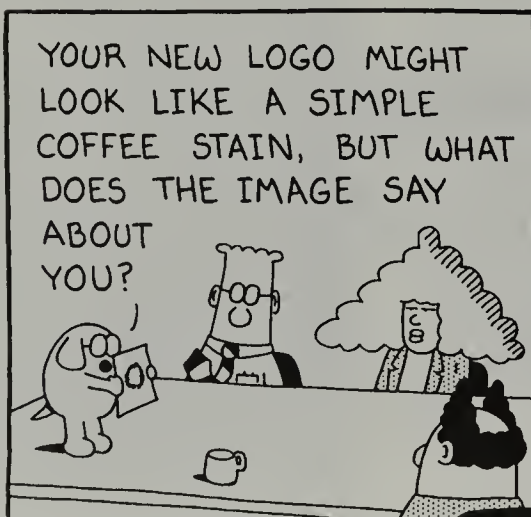
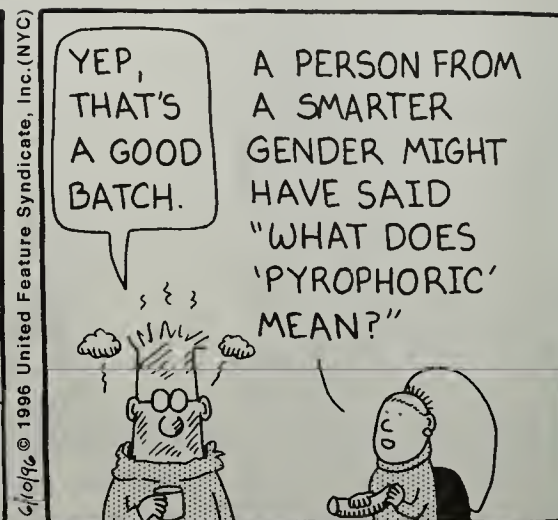
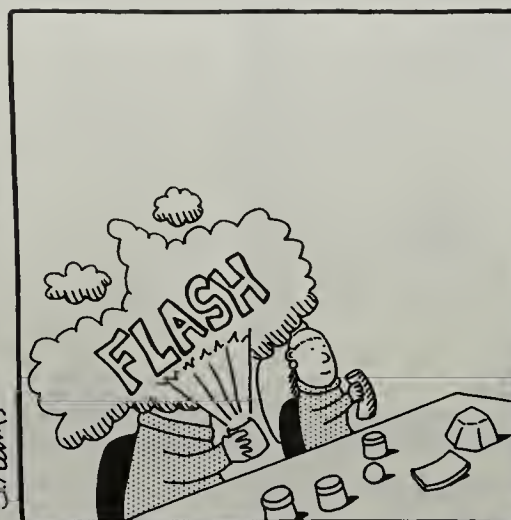
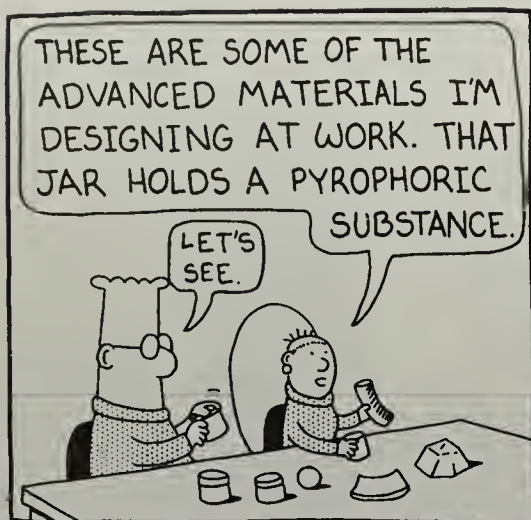
I HAVEN'T SEEN HIM  
YET. I'M WAITING  
FOR "BURRITO NIGHT."

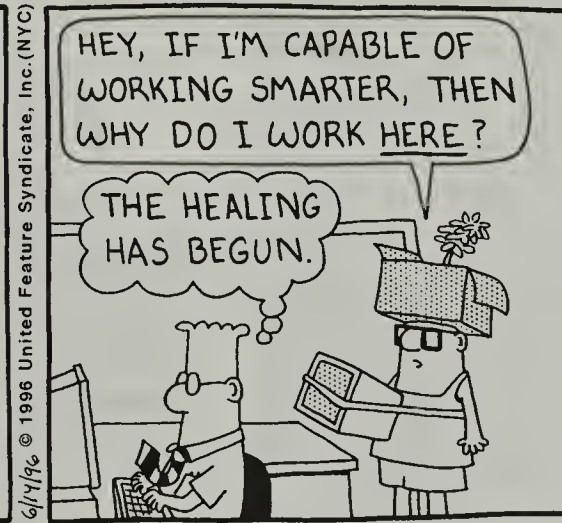
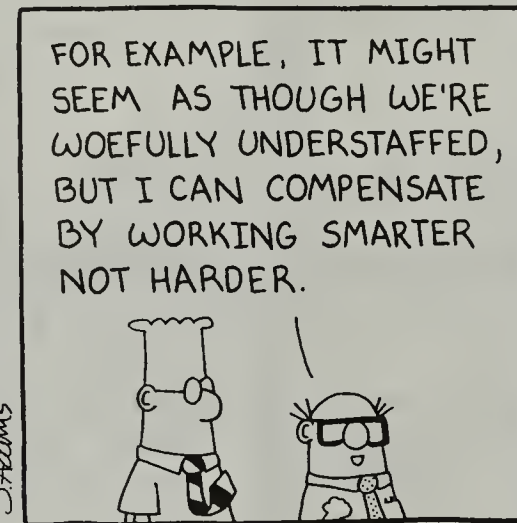
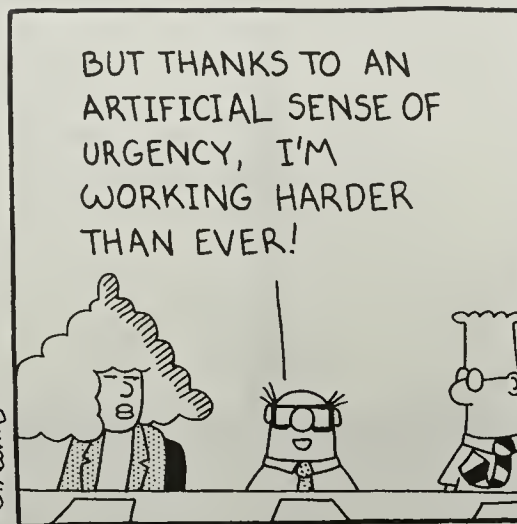
NOW IS WHEN  
YOU SHOULD BE  
SAYING "JUST  
KIDDING."







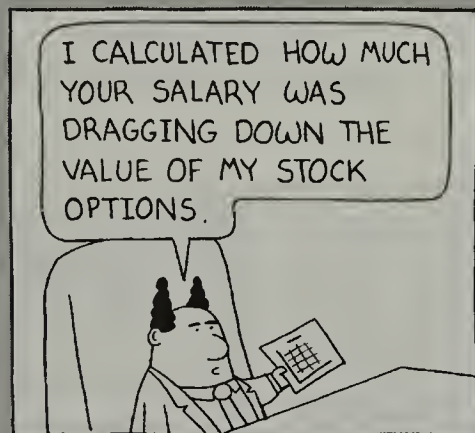




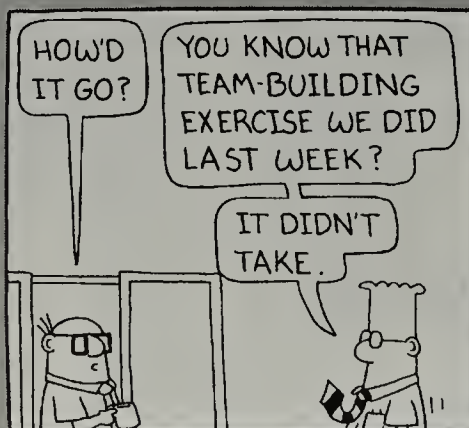
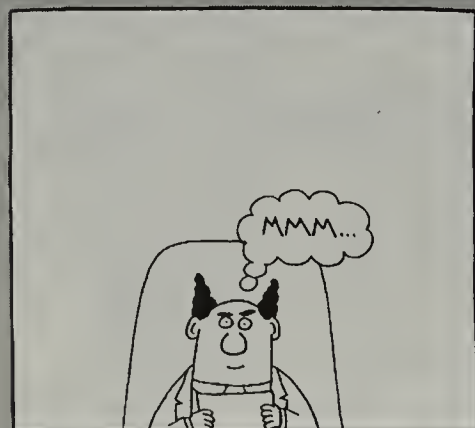
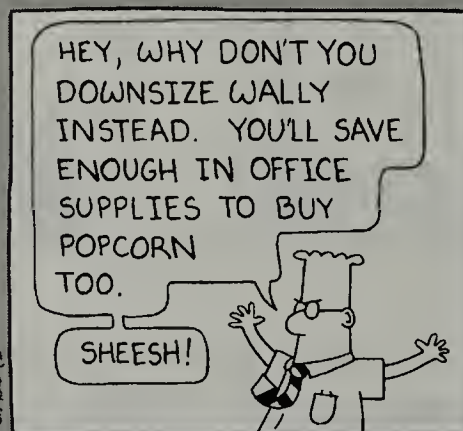




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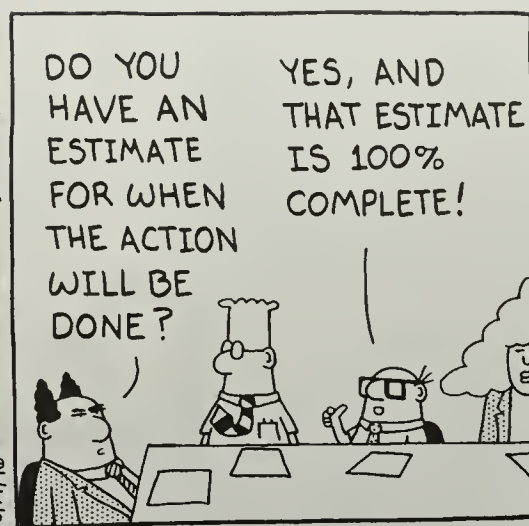




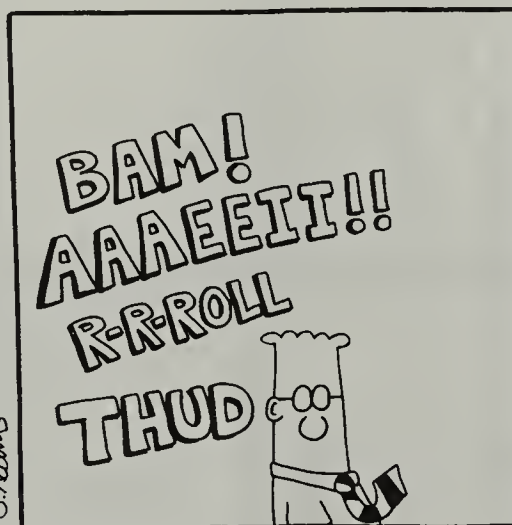
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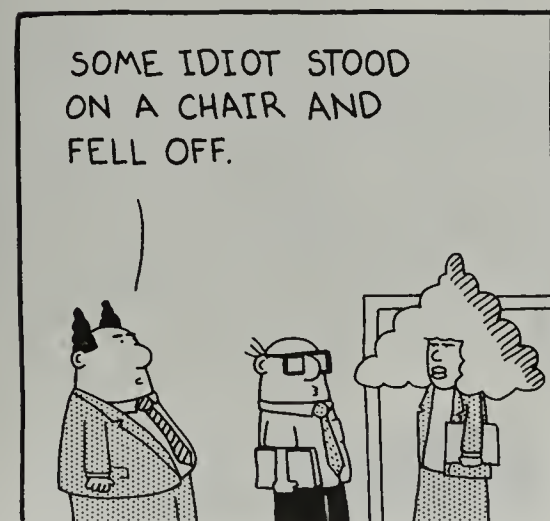
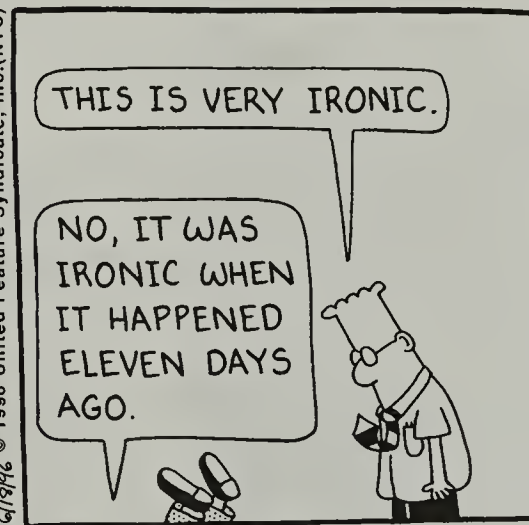
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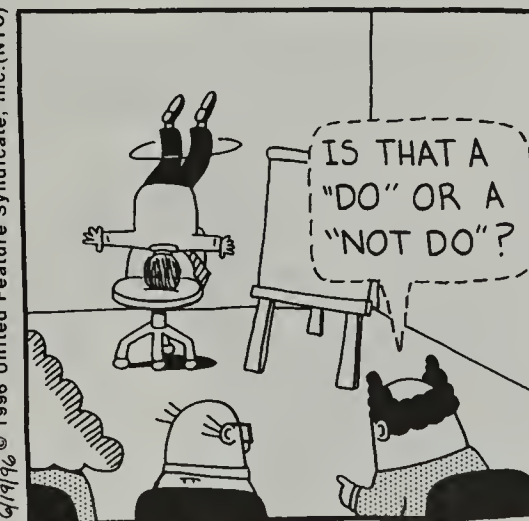
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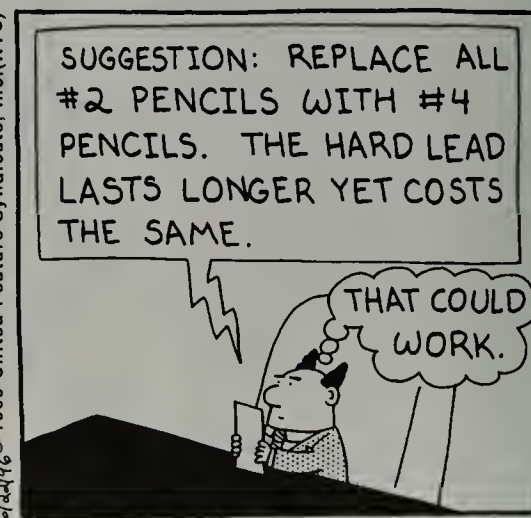
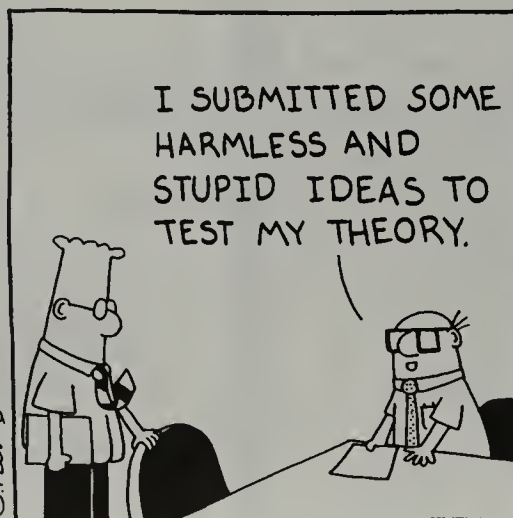
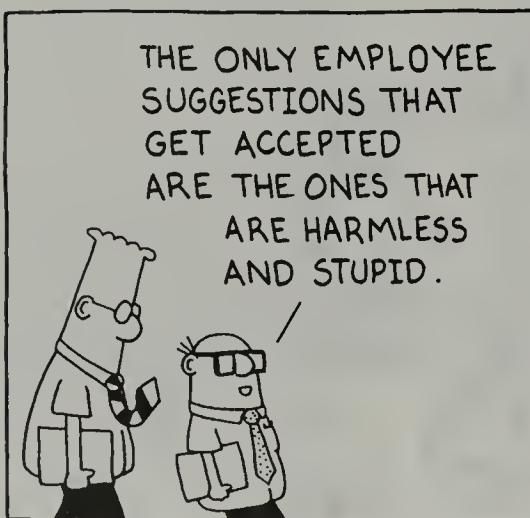
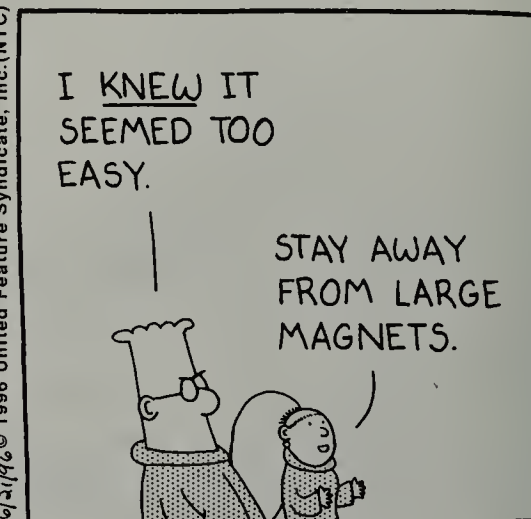
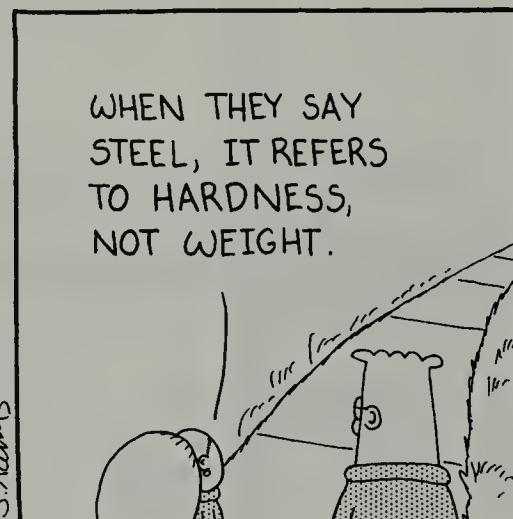
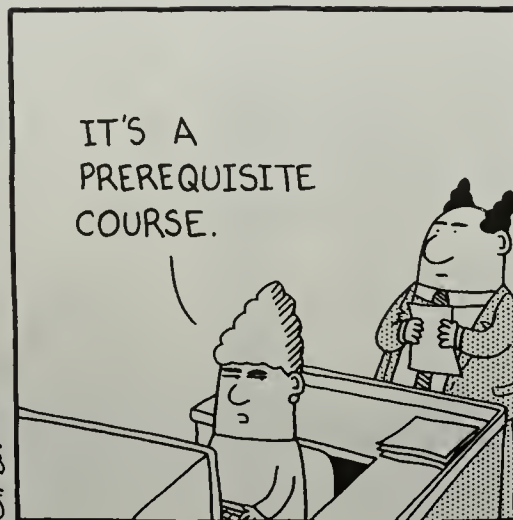
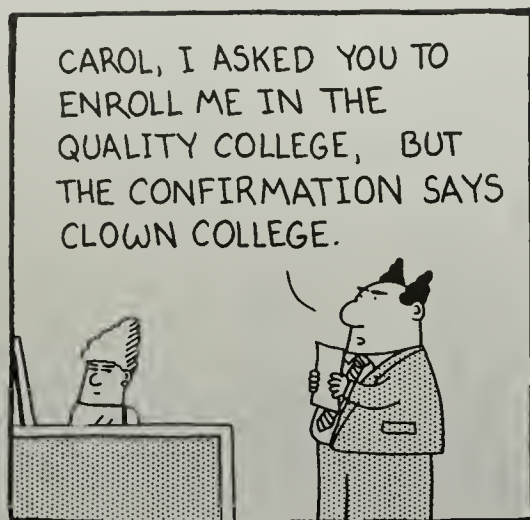


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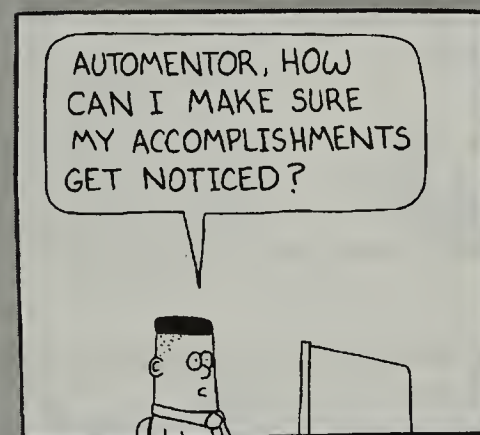
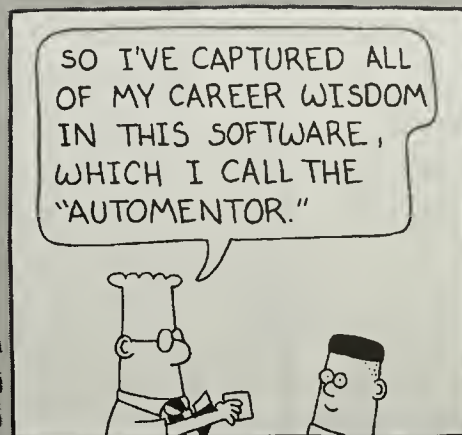
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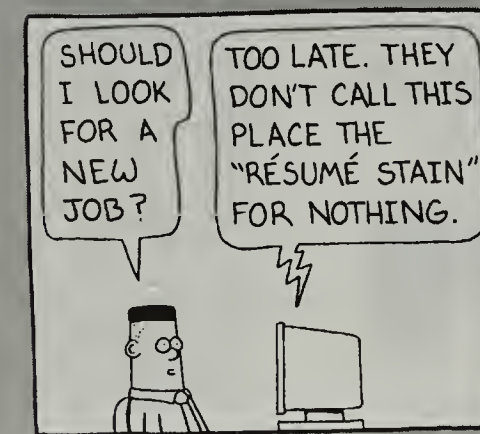
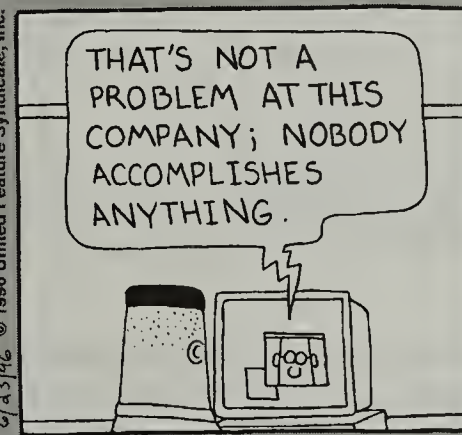




J. ADAMS

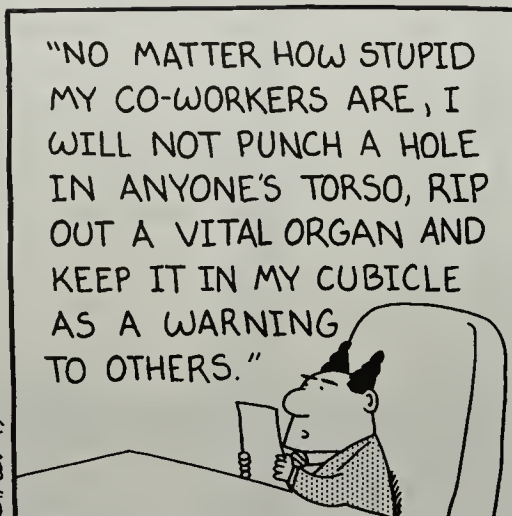


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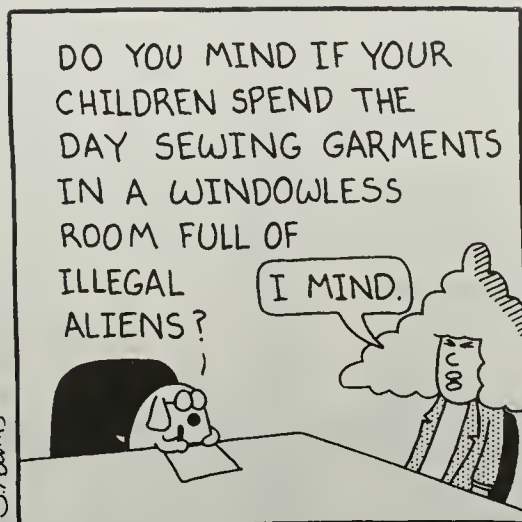
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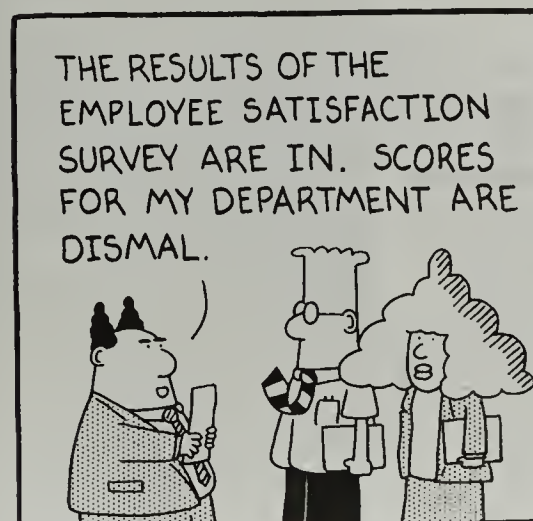
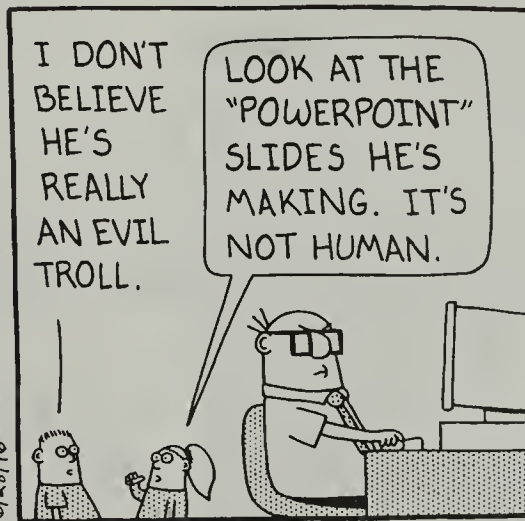
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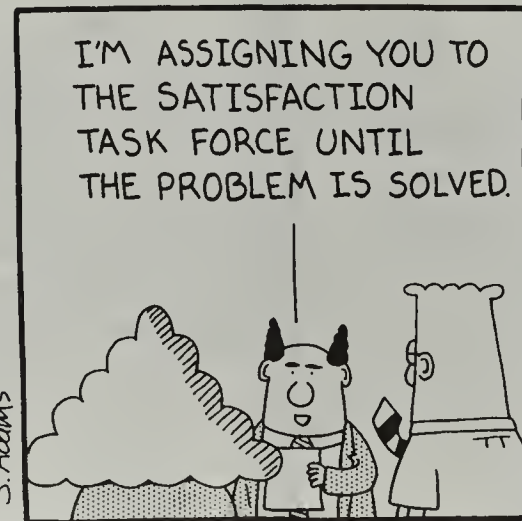
S. Adams



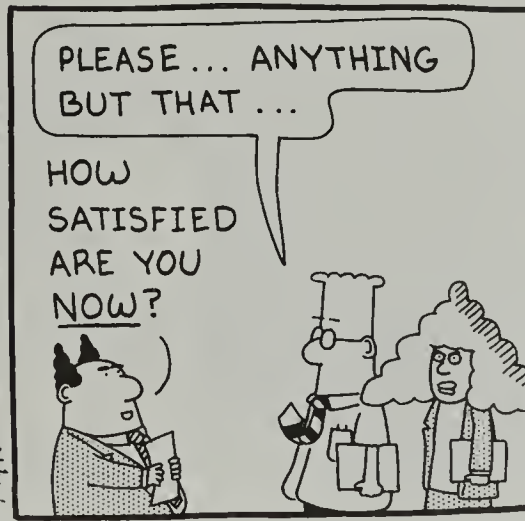
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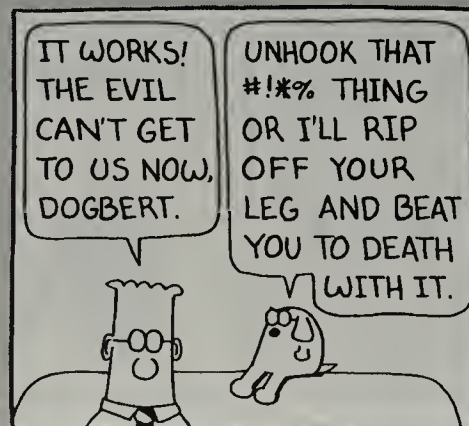
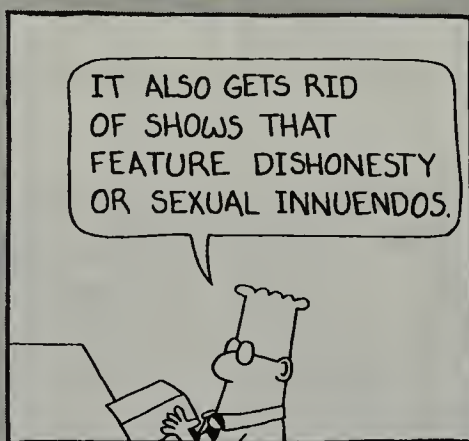
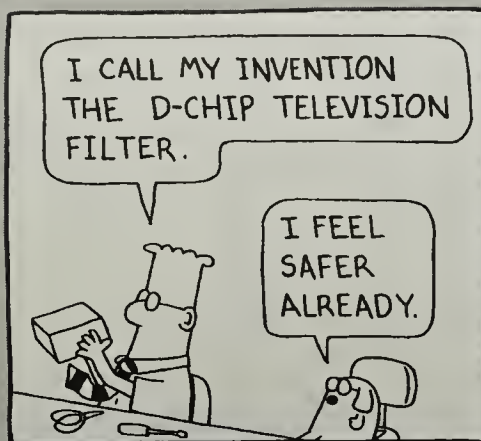
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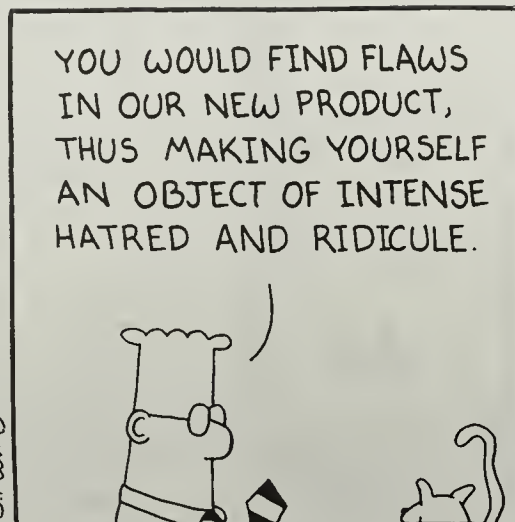


S. Adams

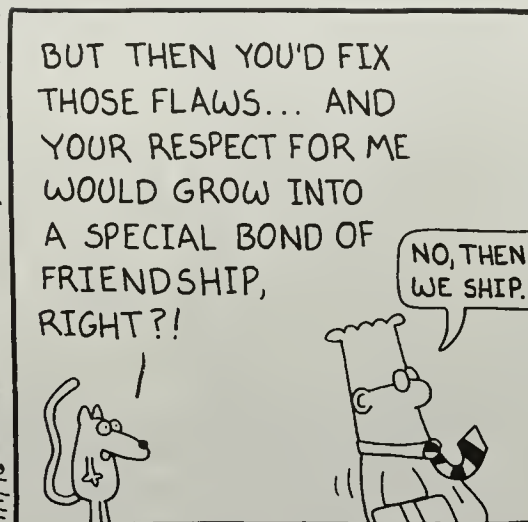
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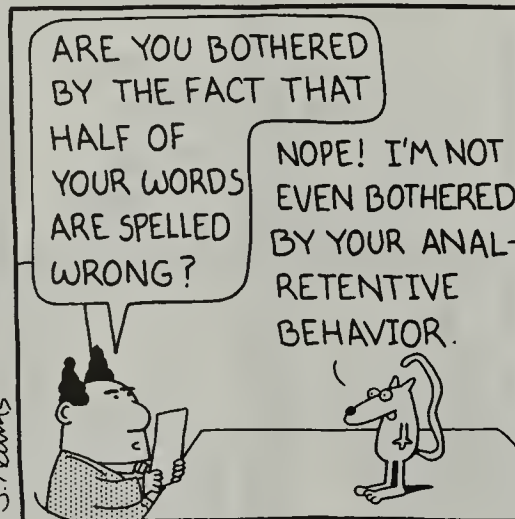
S. Adams



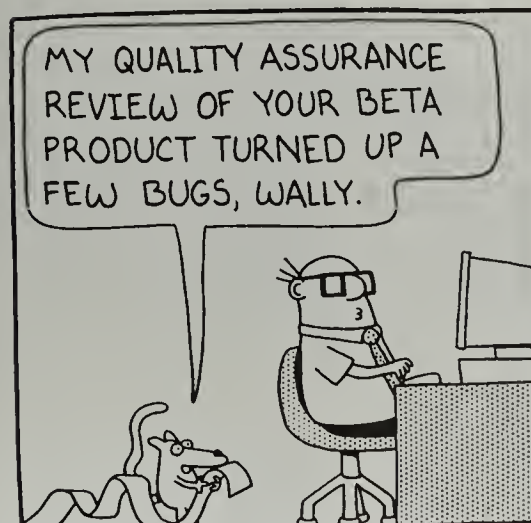
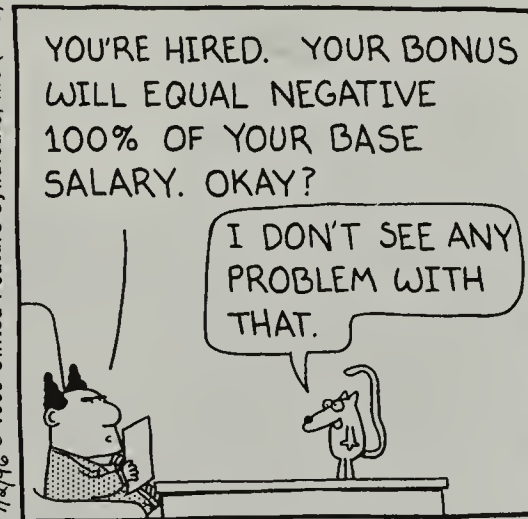
7/1/96 © 1996 United Feature Syndicate, Inc. (NYC)



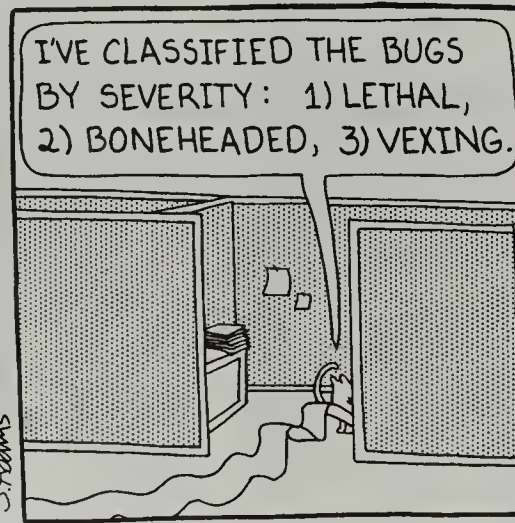
S. Adams



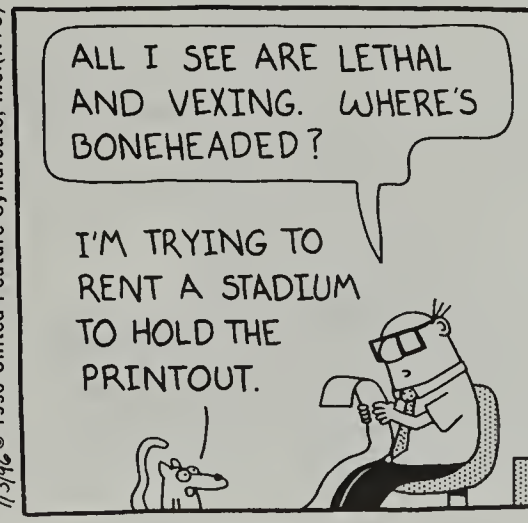
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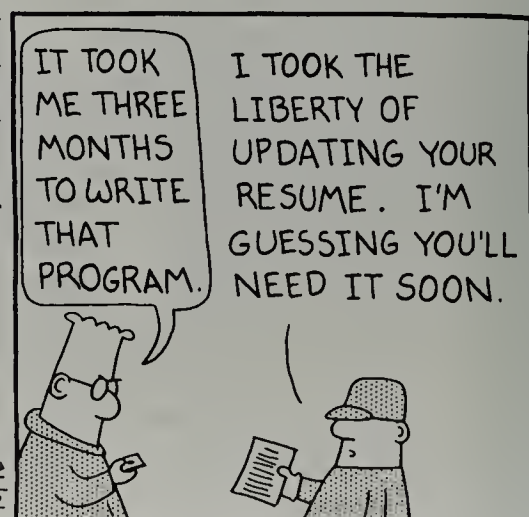
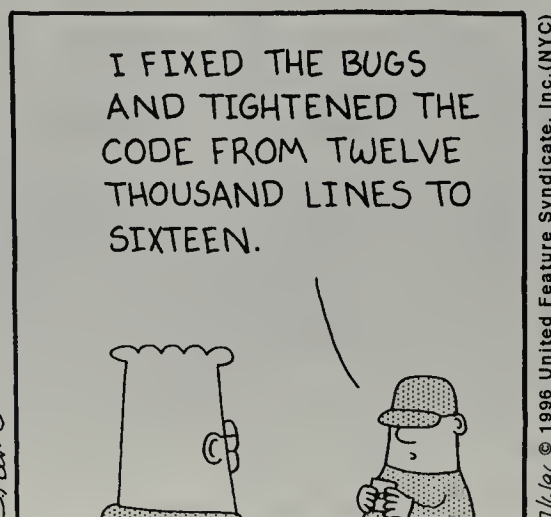
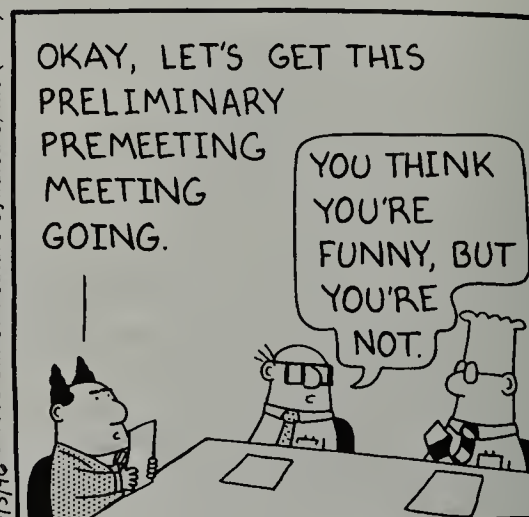
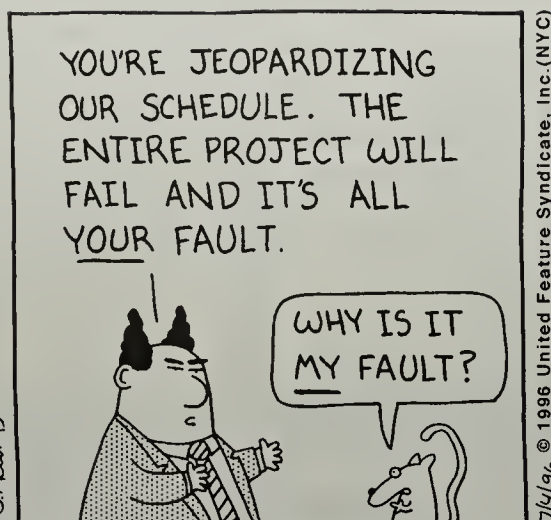
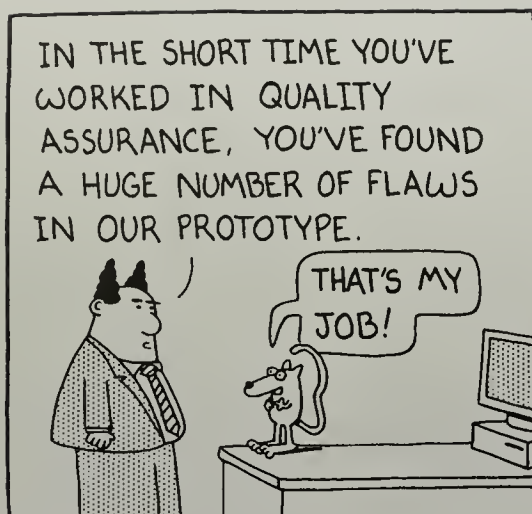


S. Adams

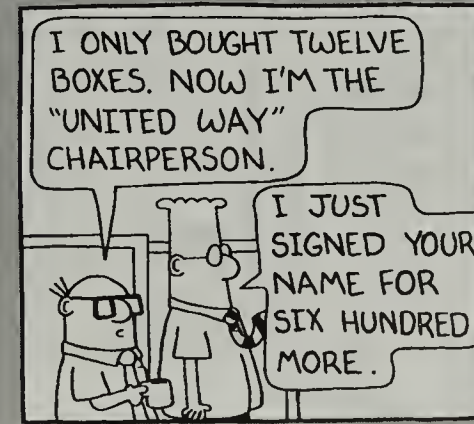
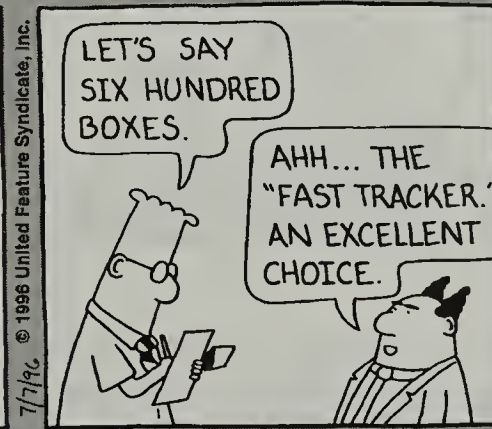
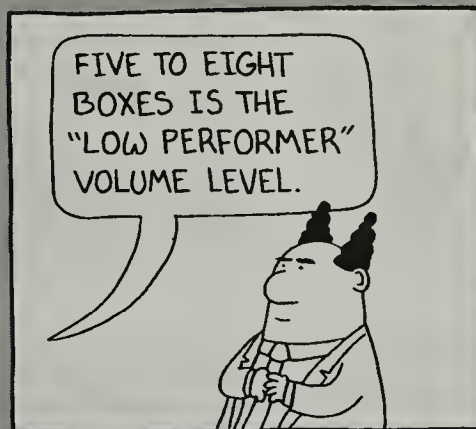
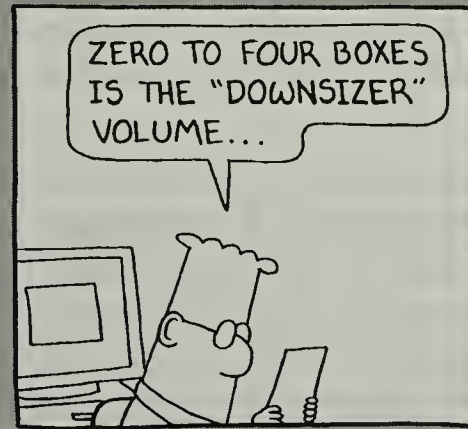
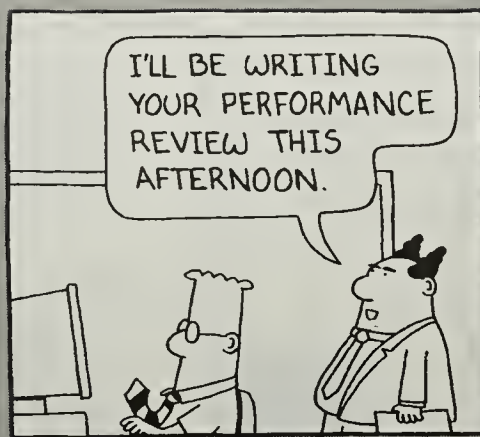


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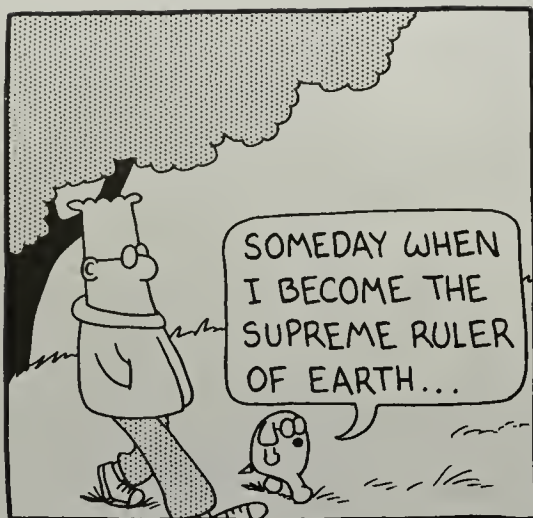






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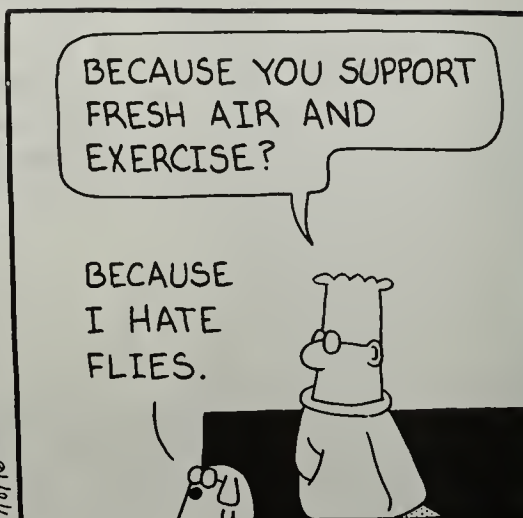
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7/7/96



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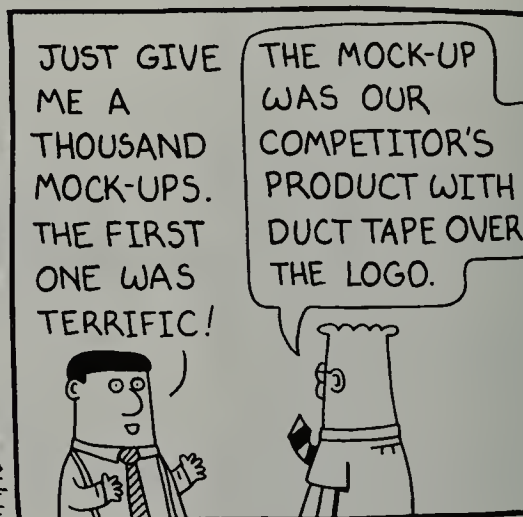
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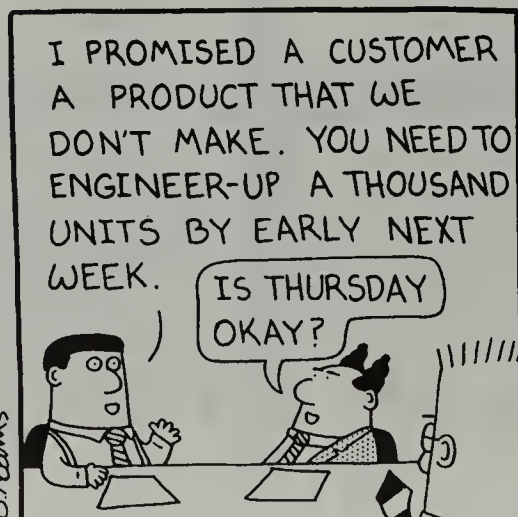
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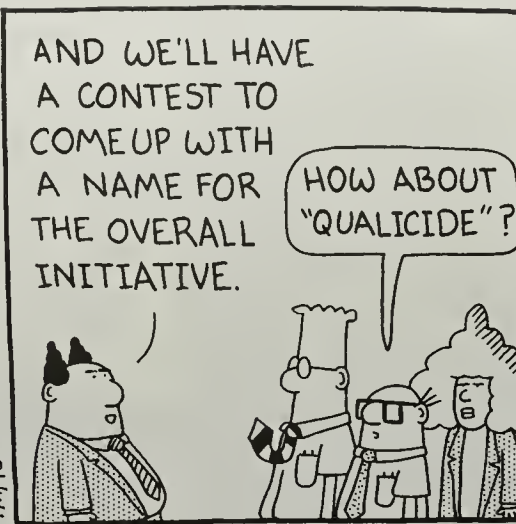




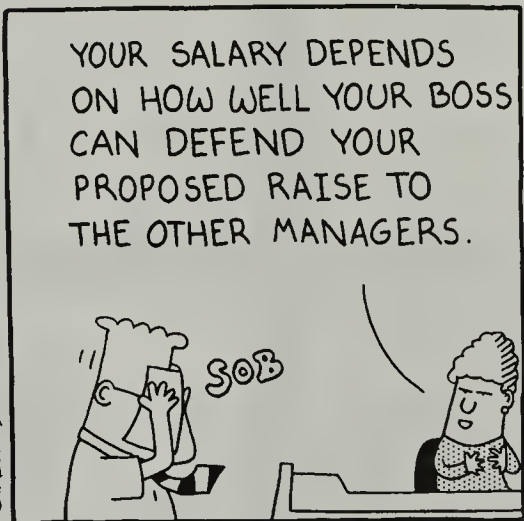
S. Adams



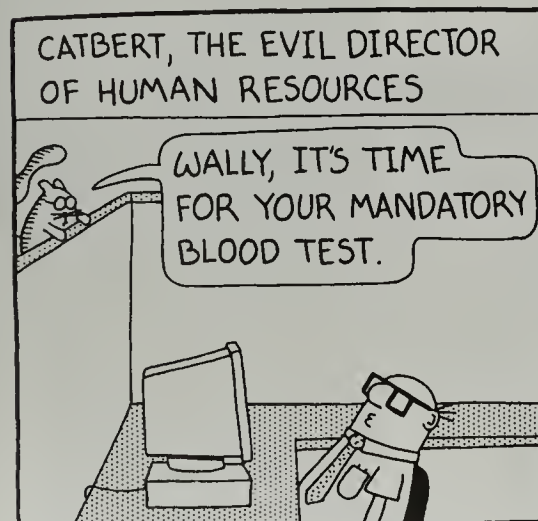
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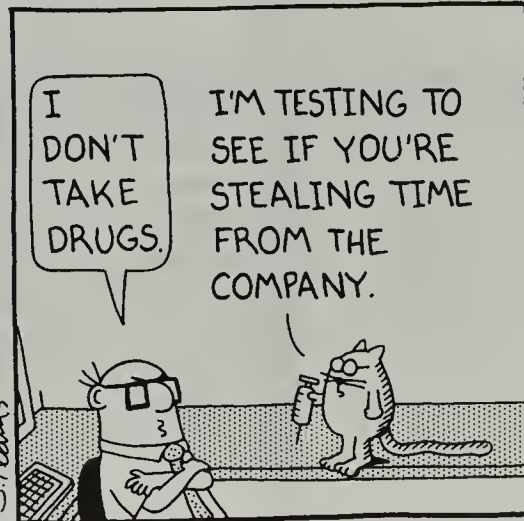
S. Adams



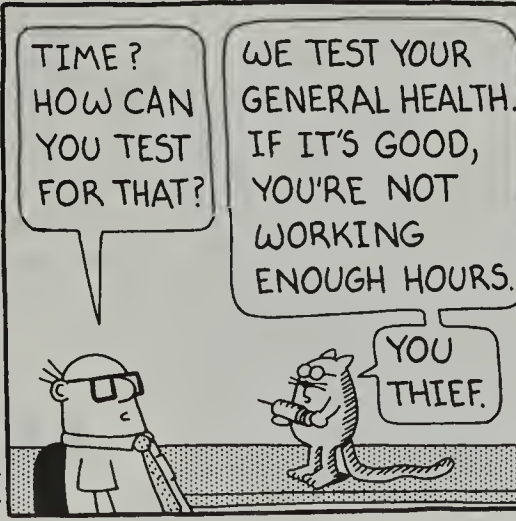
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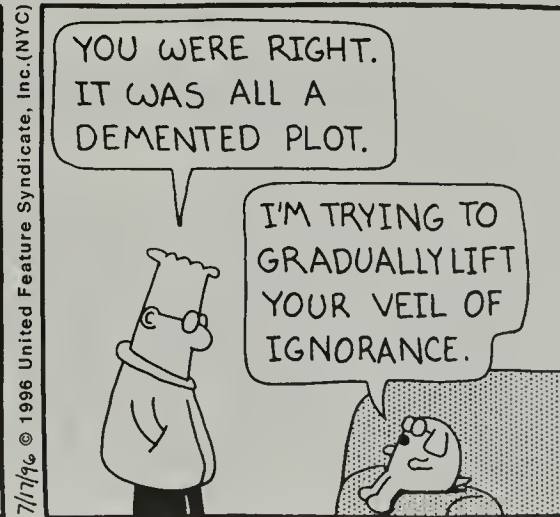
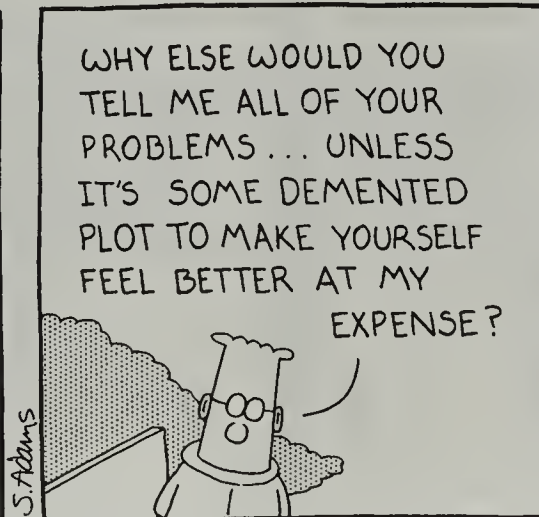
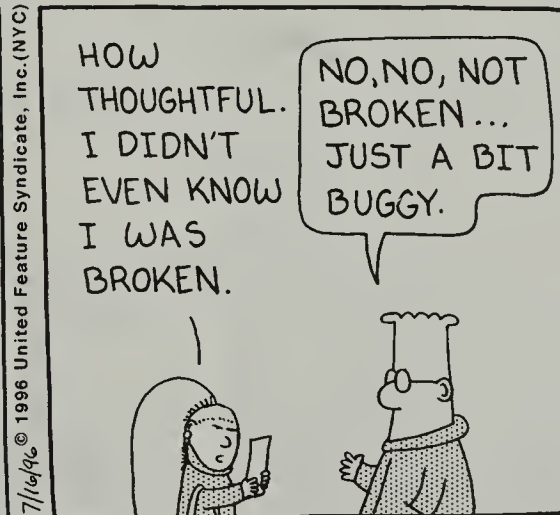
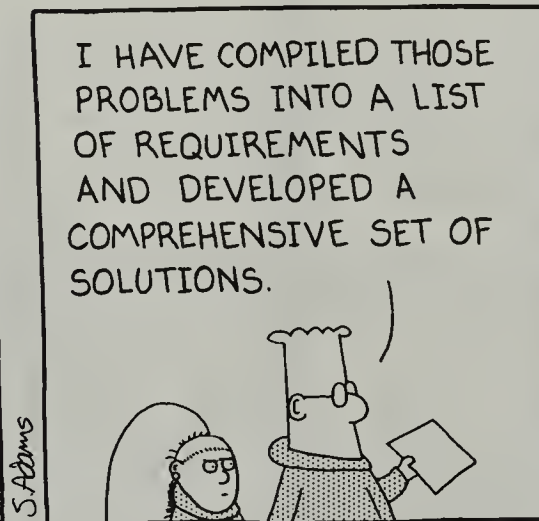
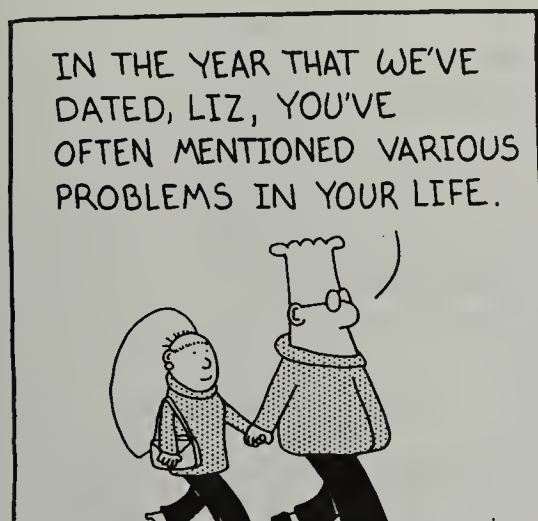
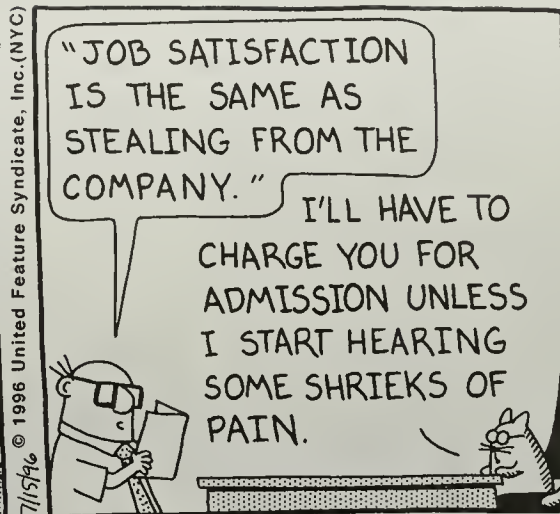
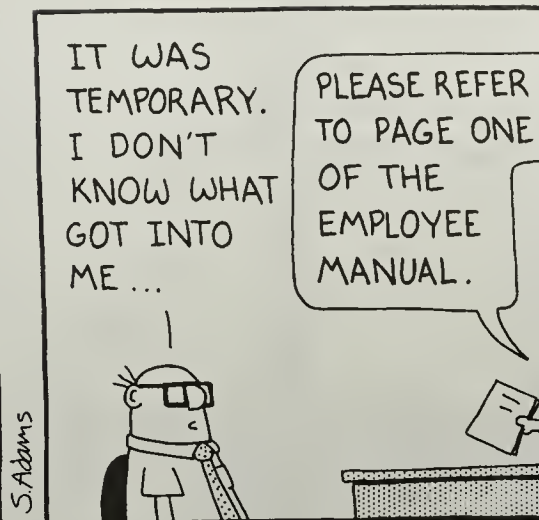
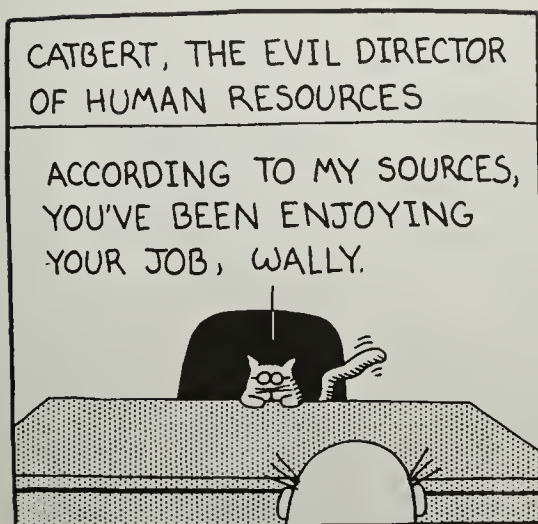


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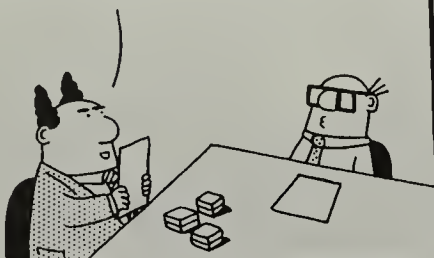






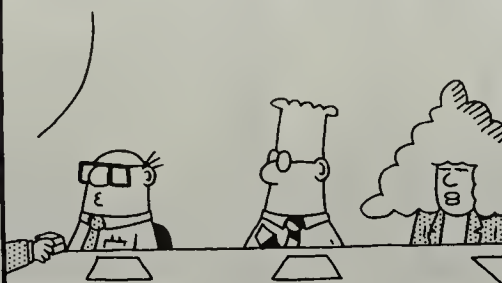


OUR NEW "RECOGNITION PROGRAM" ASSIGNS THE NAMES OF PRECIOUS GEMS TO YOUR LEVELS OF PERFORMANCE.



S. Adams

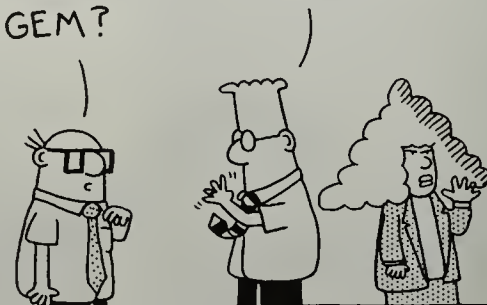
THE HIGHEST LEVEL IS DIAMOND. YOU GET A NEW RING AT EACH LEVEL.



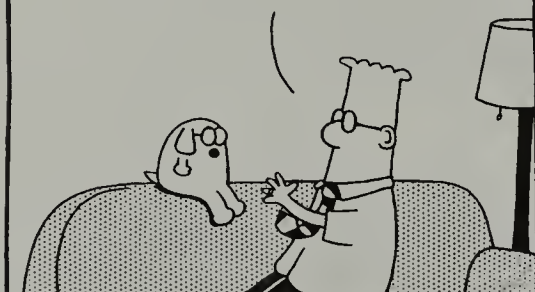
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ARE YOU SURE TALC IS A PRECIOUS GEM?

I THINK I SAW IT SPARKLE.

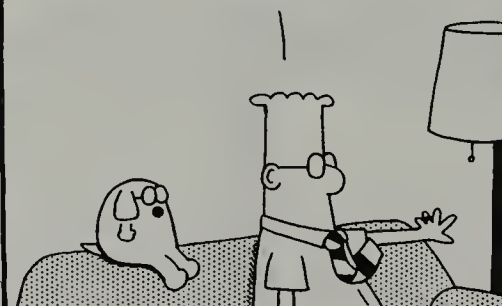


AS YOU CAN SEE FROM MY RING, I'M A MEMBER OF THE "TALC CLUB" AT WORK.



S. Adams

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



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

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



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



S. Adams

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



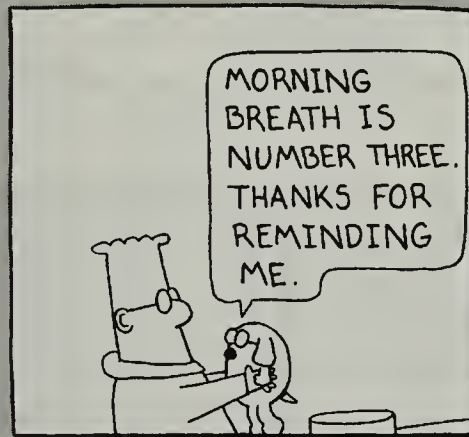
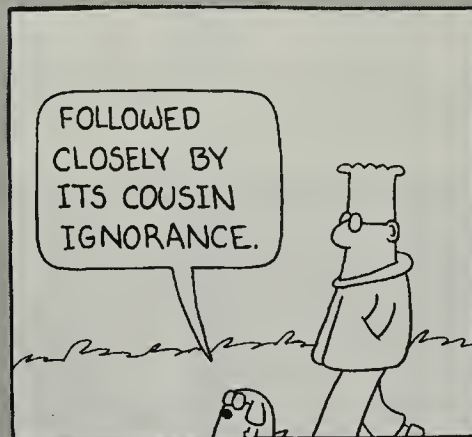
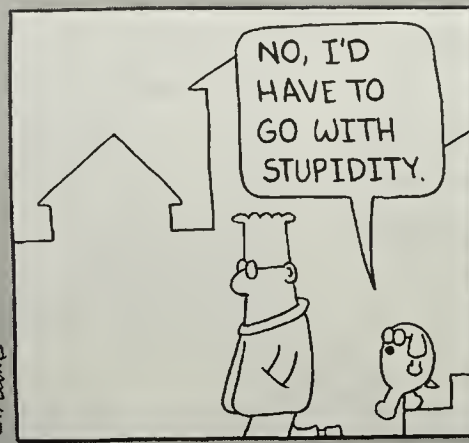
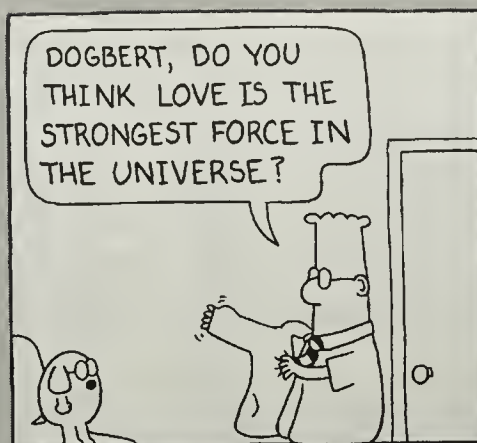
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I'M BUSY, SO YOU'LL HAVE TO WRITE THEM YOURSELF.

WHAT'S WRONG WITH THIS PICTURE?





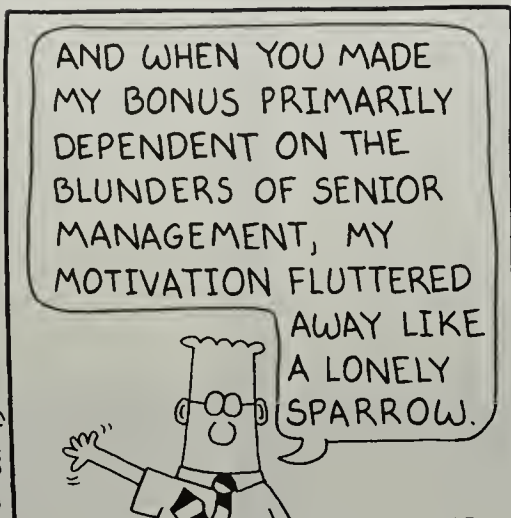


S. Adams

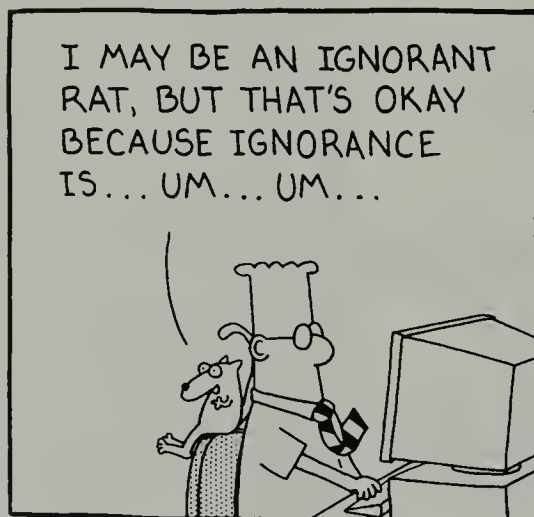
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S. Adams



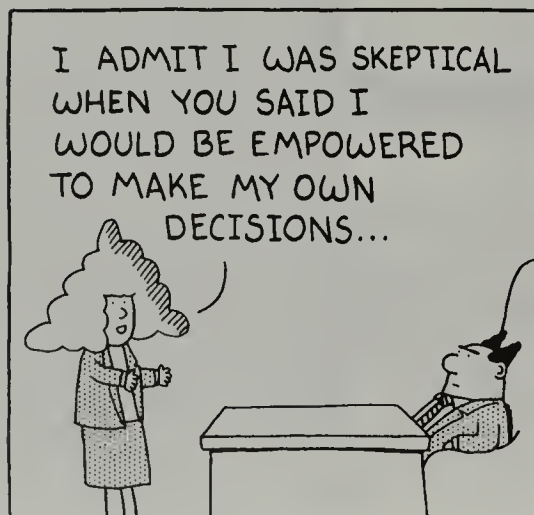
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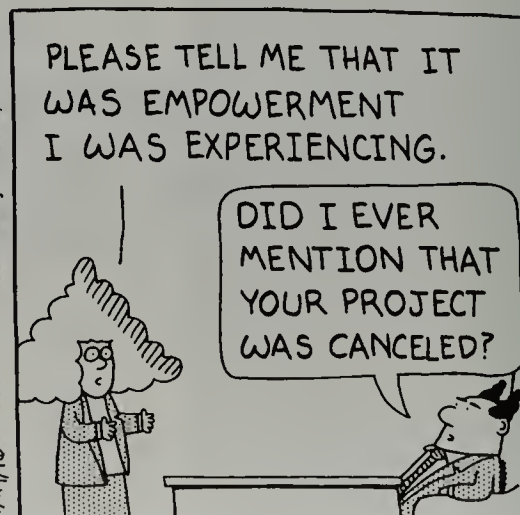
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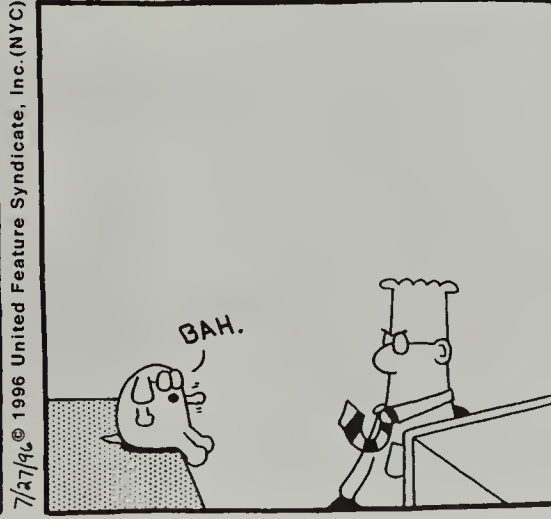
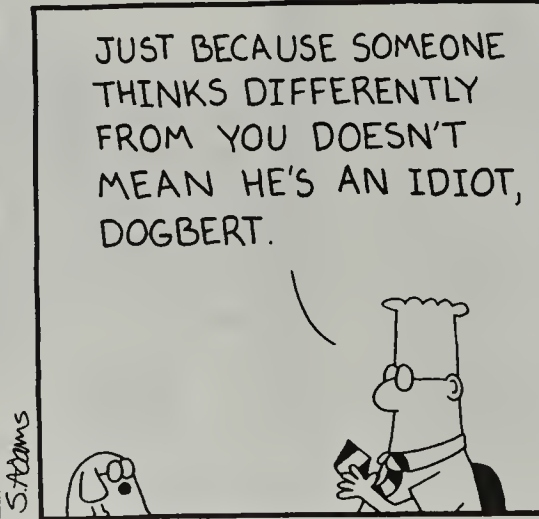
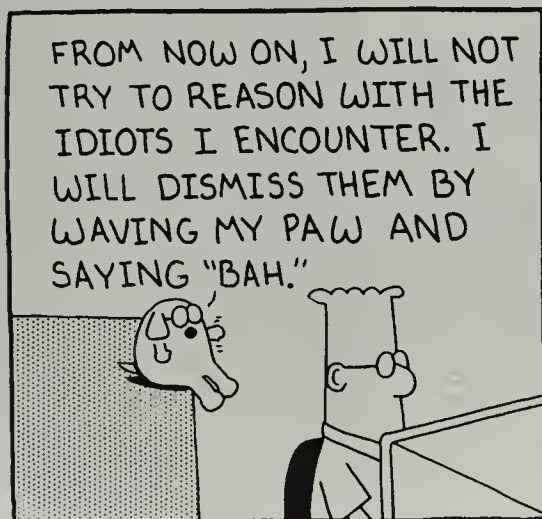
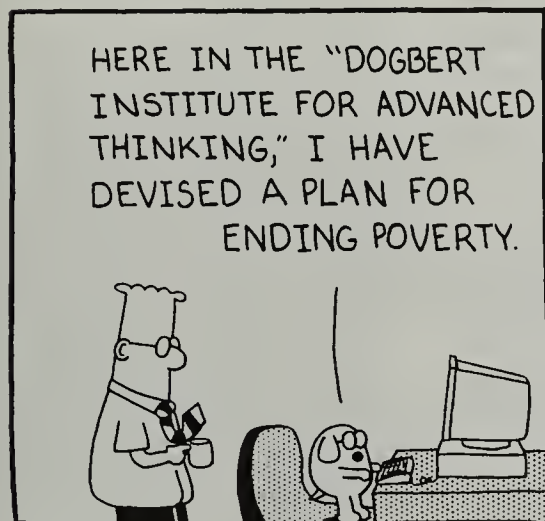
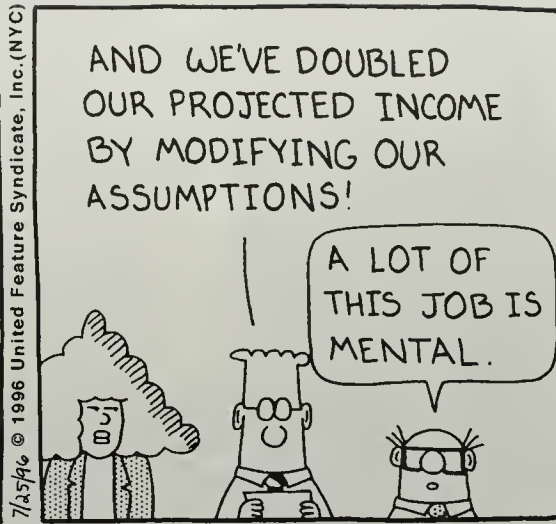


S. Adams



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THE BUDGET TRAP

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

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

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

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

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

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

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

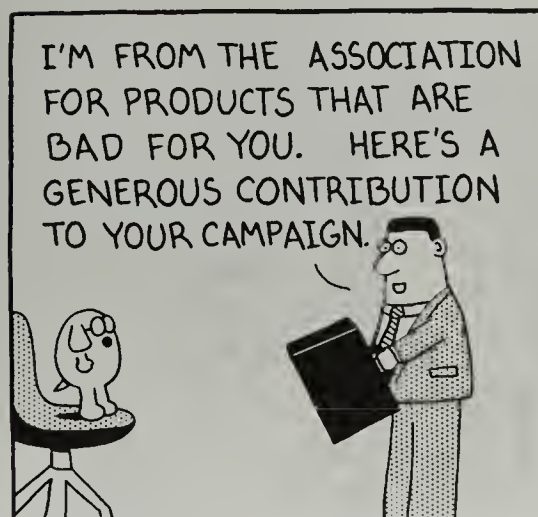
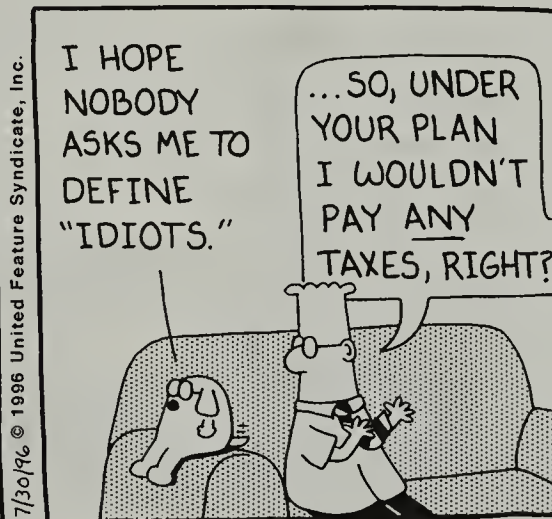
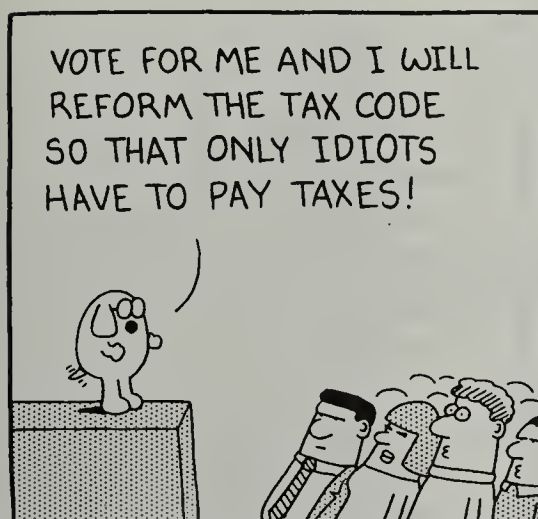
ONE YEAR LATER...

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

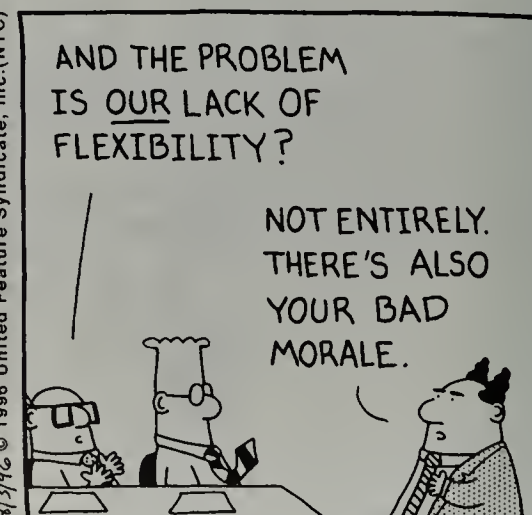
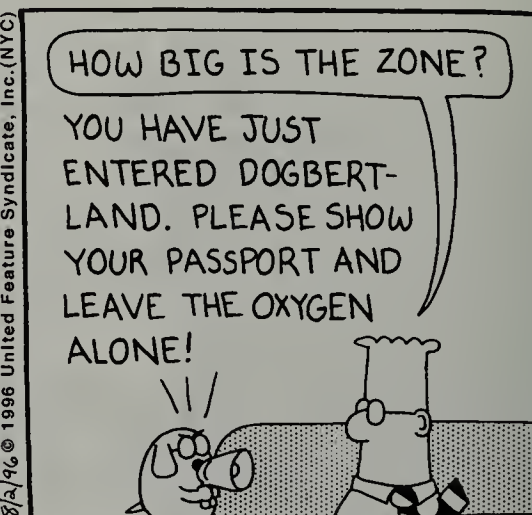
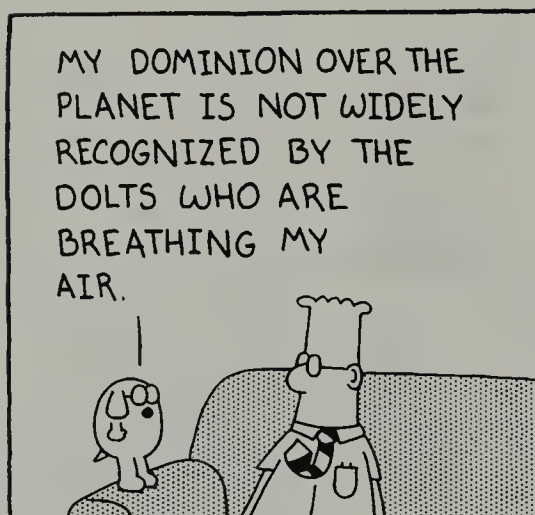
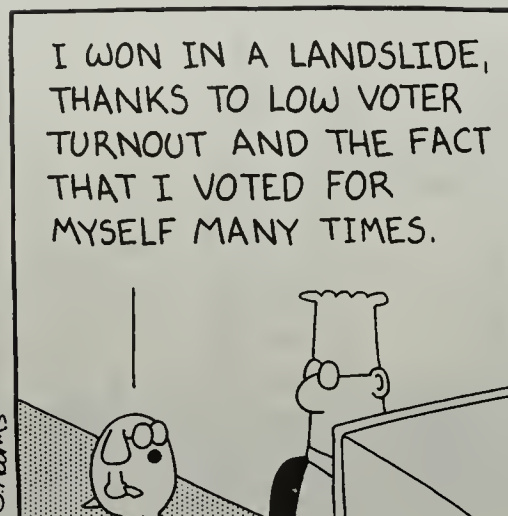
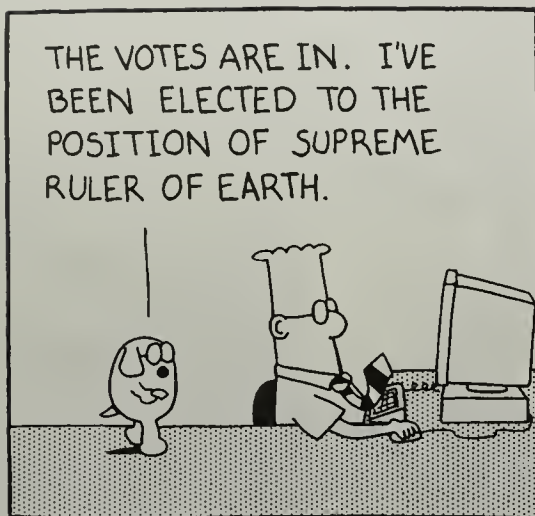
IT DEPENDS.  
CAN MIRRORS  
REFLECT YOUR  
IMAGE?

S. Adams

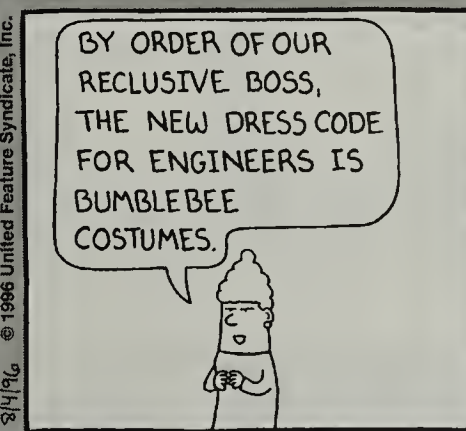
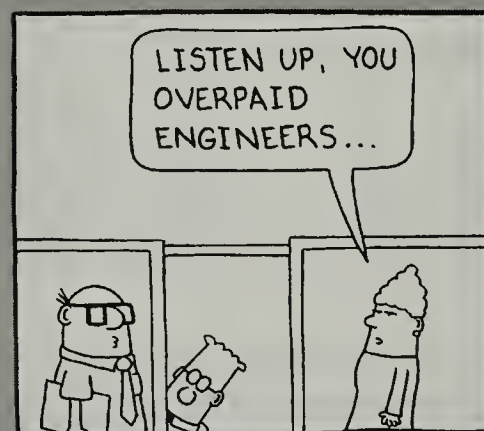
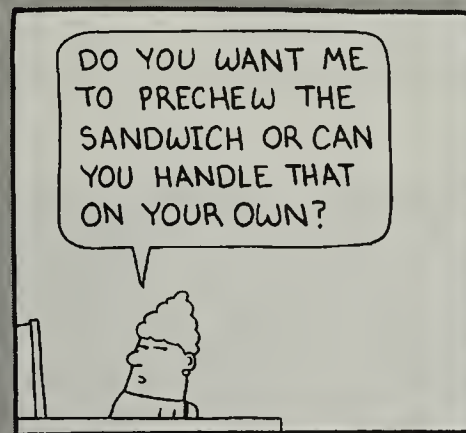
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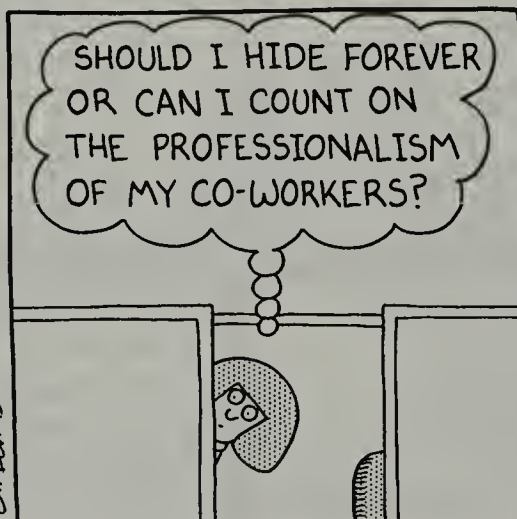
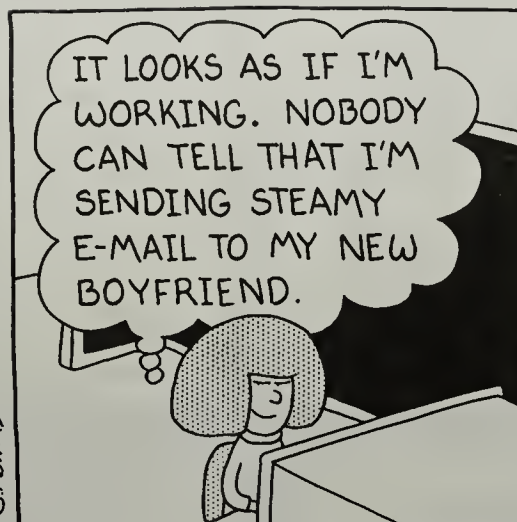
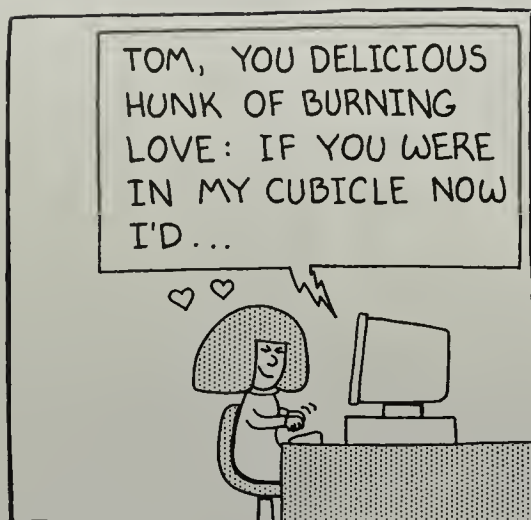








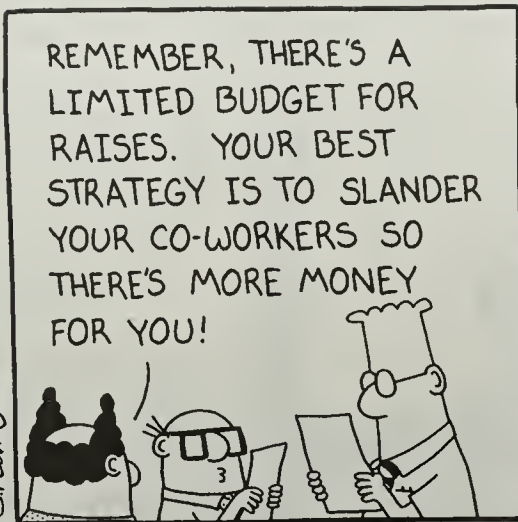




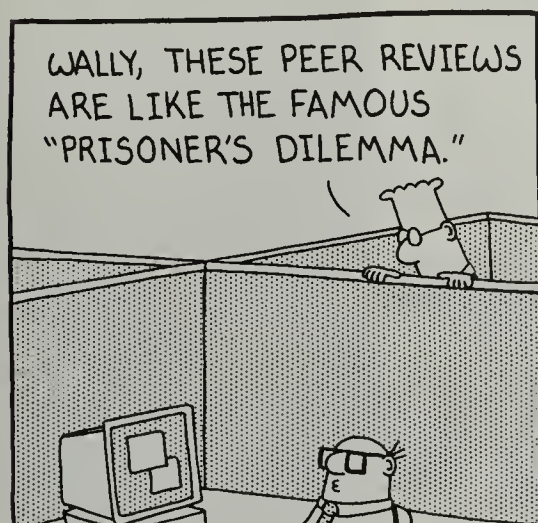




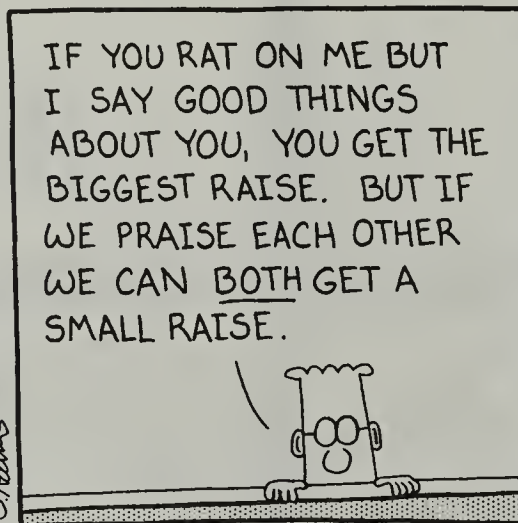
S. Adams



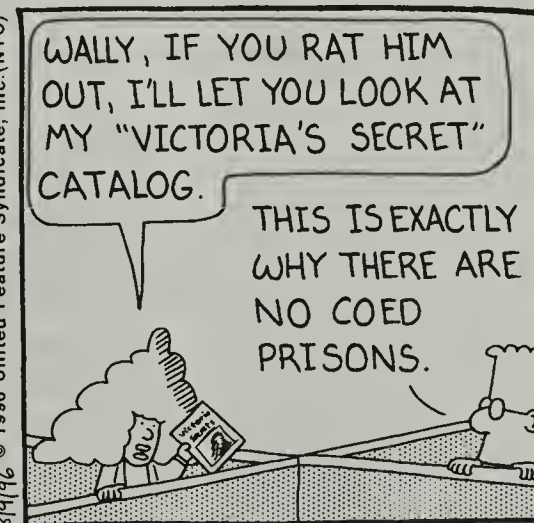
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S. Adams



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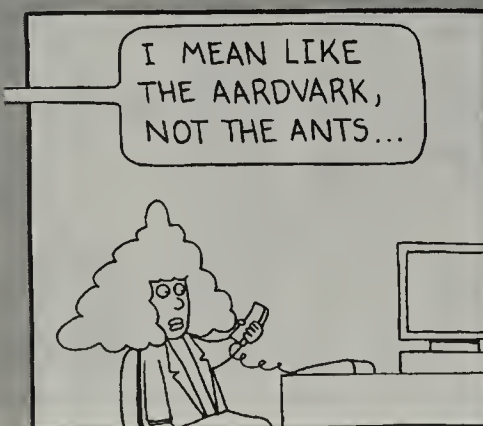
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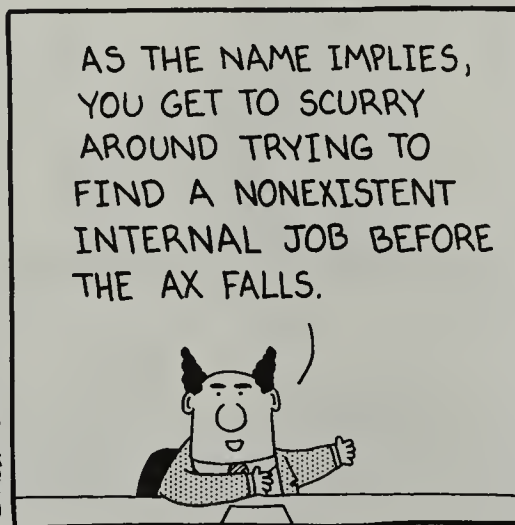
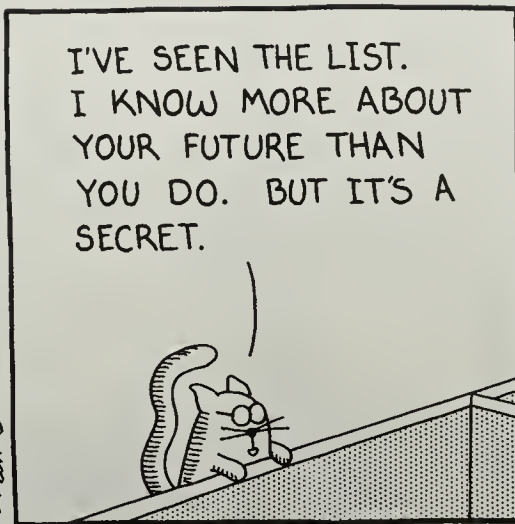


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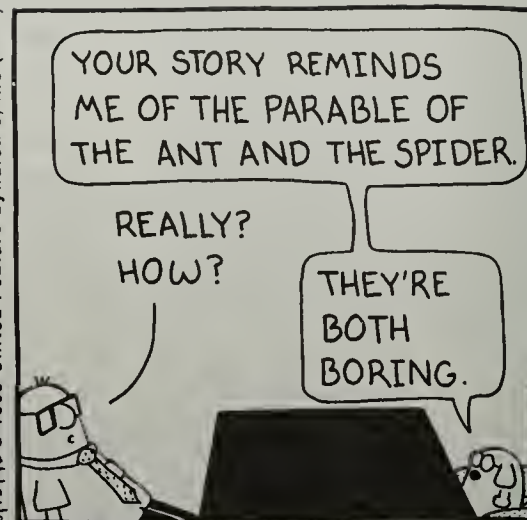




S. Adams



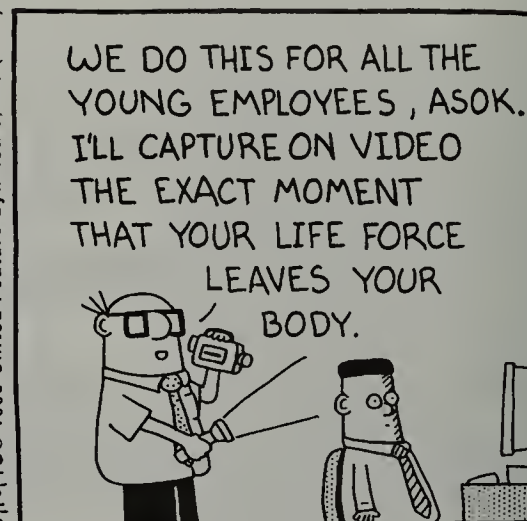
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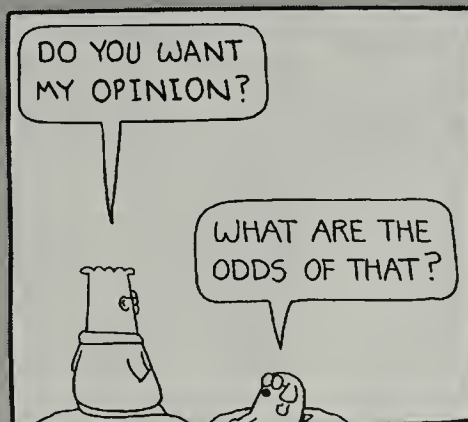
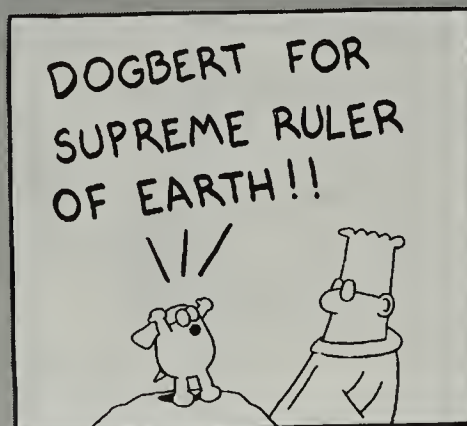
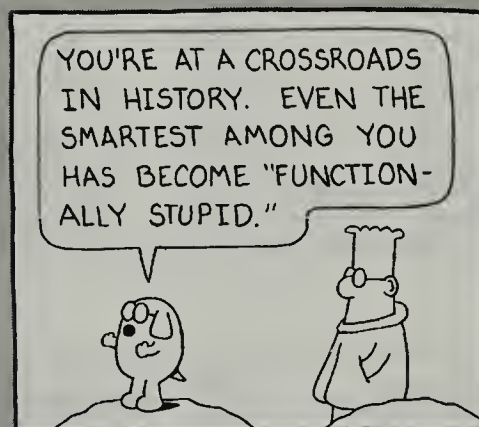
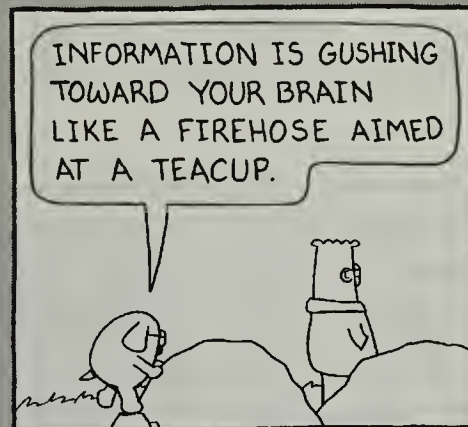
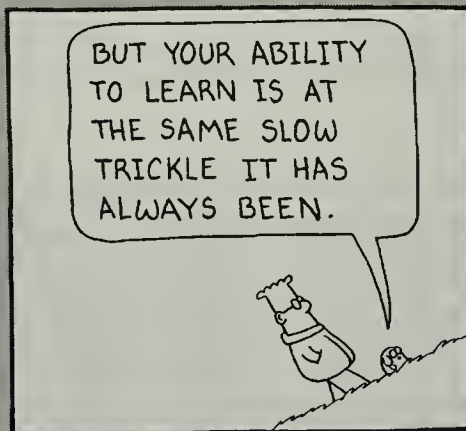
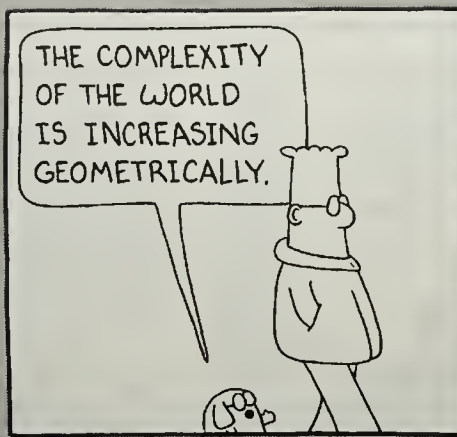
S. Adams

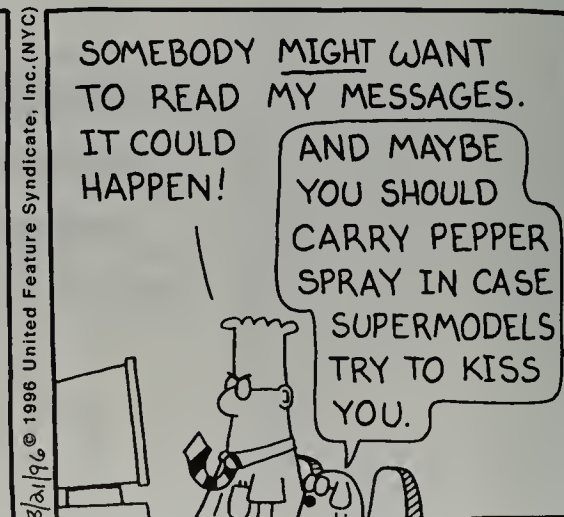
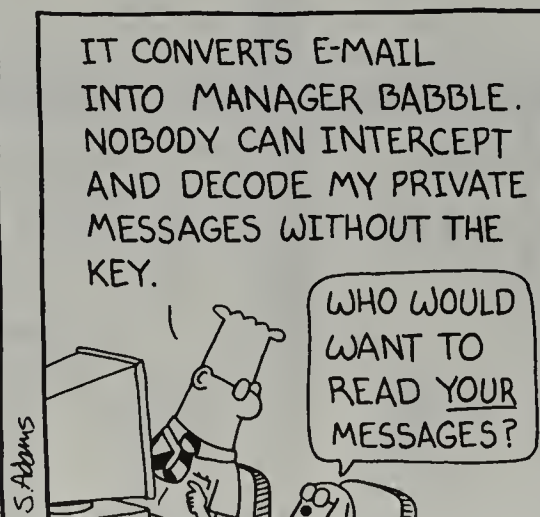
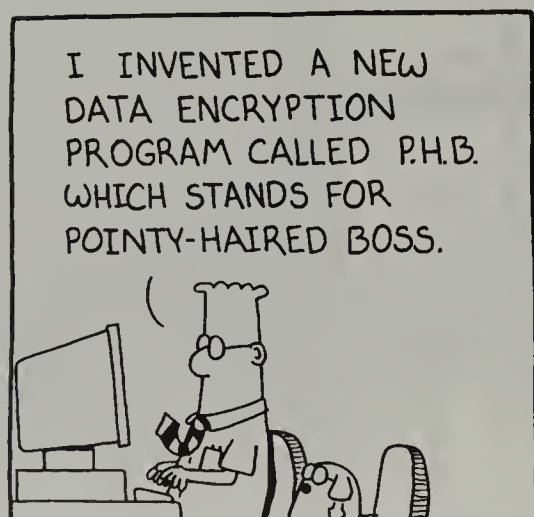
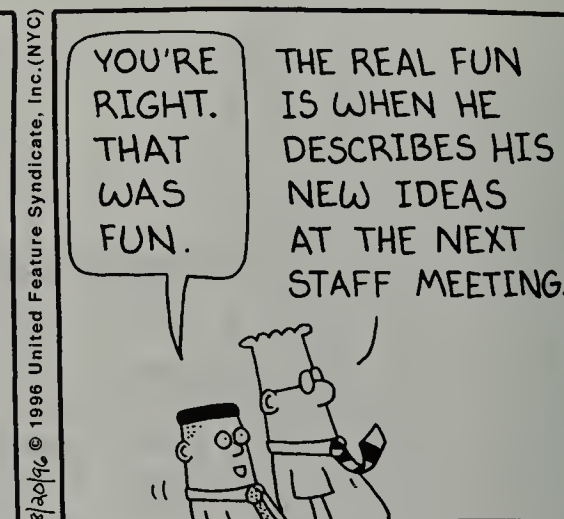
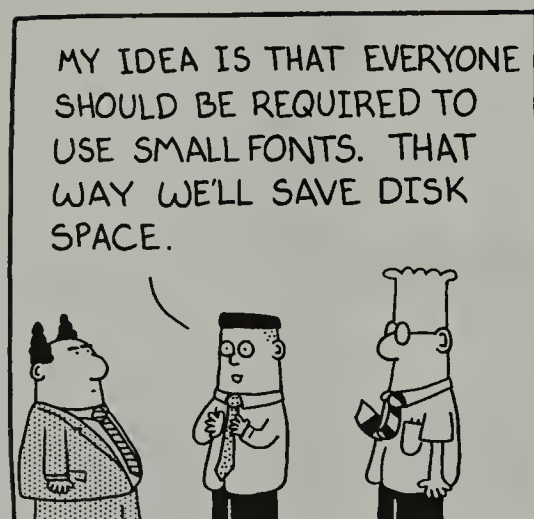


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I AM ONLY A LOWLY  
INTERN, BUT I SEE  
AN OBVIOUS SOLUTION  
TO YOUR PROBLEM.



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.



### 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.

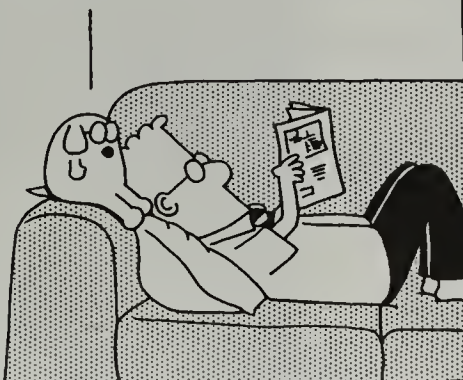


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IS IT TRUE  
I CAN WIN  
AWARDS FOR  
THIS SORT  
OF THING?

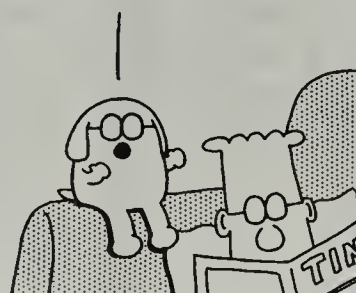


I'M GOING TO USE BAD  
GRAMMAR MORE OFTEN.



S. Adams

MY LEADERSHIP WILL  
CHANGE THE LANGUAGE  
THROUGH THE PRINCIPLE  
OF COMMON USAGE.

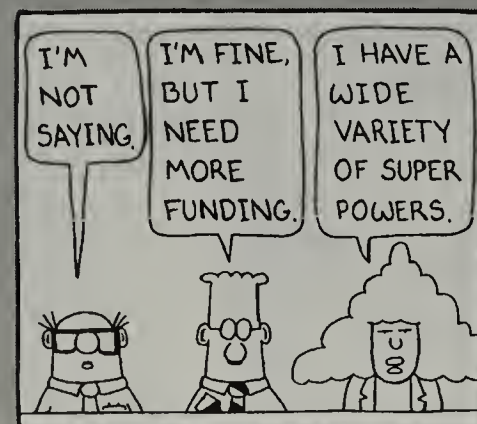
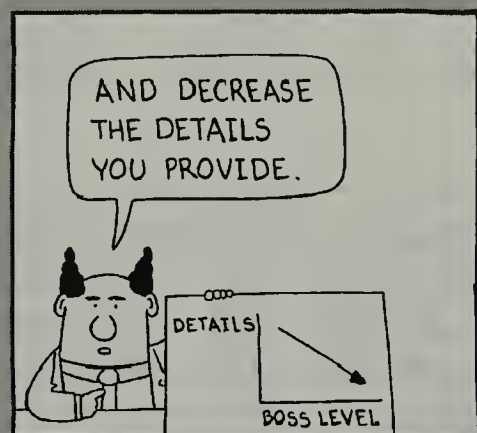
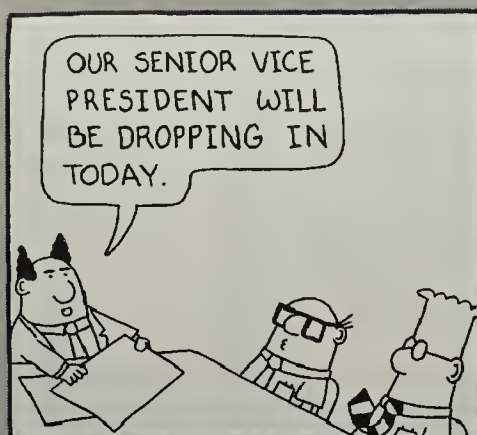


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AND I WON'T STOP UNTIL  
THE ENTIRE LANGUAGE IS  
REDUCED TO GRUNTING  
AND POINTING! BUWAHA-  
HAHA!!





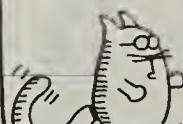


CATBERT THE HR DIRECTOR

MORALE IS LOW BECAUSE THE EMPLOYEES ARE UNDERPAID.

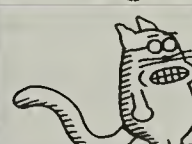


YOU CAN COMPENSATE BY HAVING MORE FREQUENT PERFORMANCE REVIEWS. THEY LOVE FEEDBACK.



THE HARDEST PART IS KEEPING A STRAIGHT FACE.

TELL ME AGAIN WHY I'D WANT MORALE TO BE HIGH?



GOOD NEWS, ALICE. I'M GOING TO HAVE QUARTERLY PERFORMANCE REVIEWS TO BOOST MORALE.



WOW! IN ADDITION TO WORKING SIXTEEN HOURS A DAY IN THIS BIG BOX, NOW I'LL GET 300% MORE CRITICISM!



I'LL HAVE A CHANCE TO HEAR EMPLOYEE CONCERNS FOUR TIMES A YEAR.

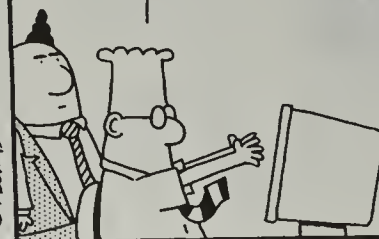
I ASSUME COMPREHENSION WILL REMAIN ON THE BICENTENNIAL PLAN.



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.

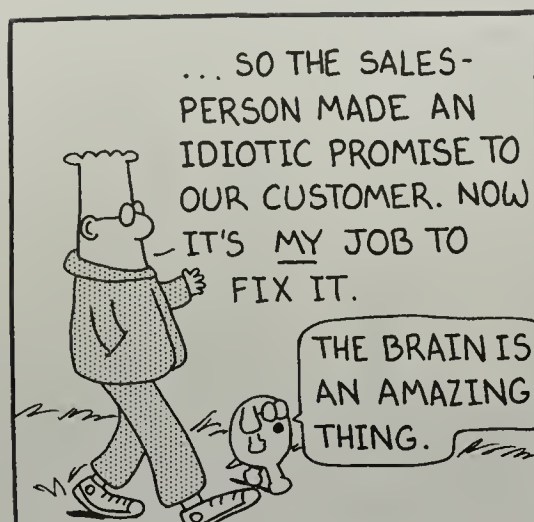


AND THEN YOU'LL HAVE ENOUGH TIME?

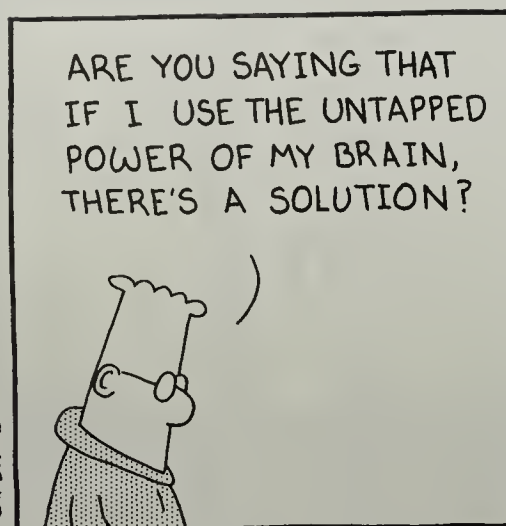
NO, THEN I'LL GIVE YOUR PARENTS THIS PAMPHLET ON CONTRACEPTION.



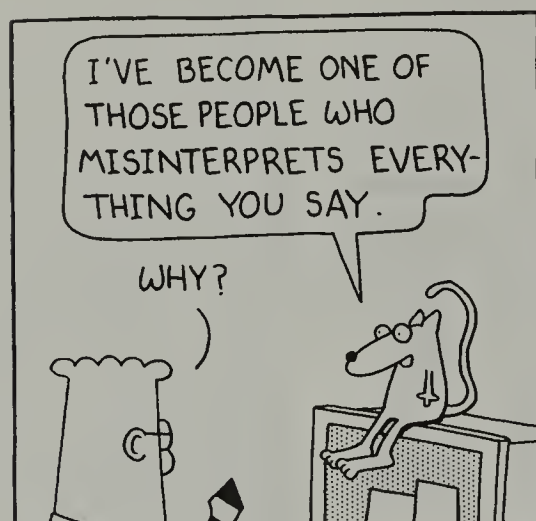
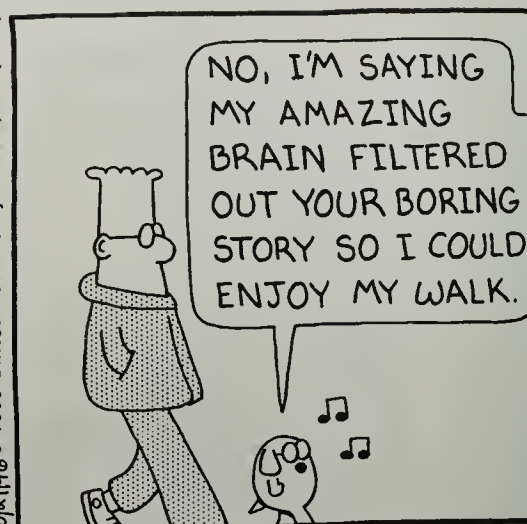




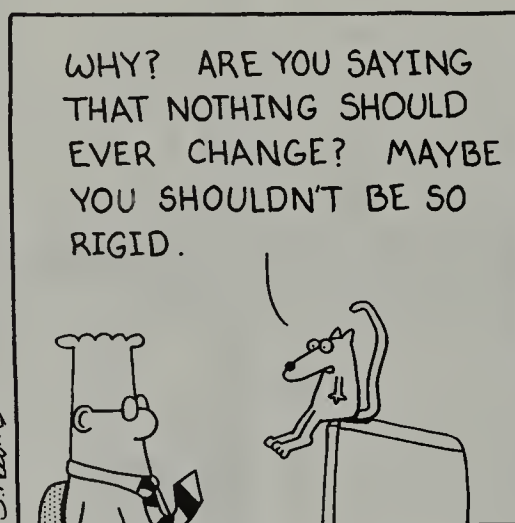
S. Adams



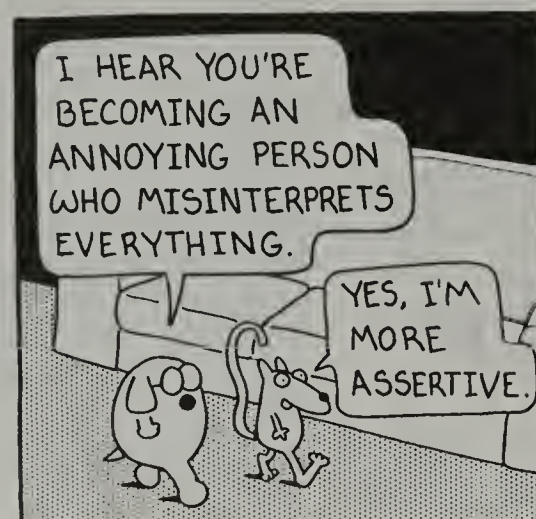
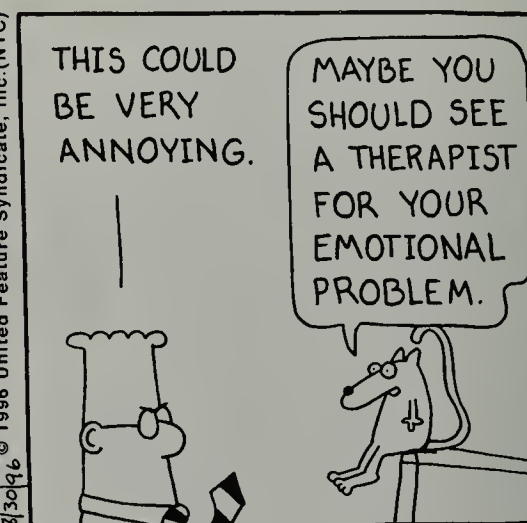
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S. Adams



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S. Adams



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**STILL**  
**PUMPED**  
FROM USING THE  
**MOUSE**

**A DILBERT® Book by Scott Adams**



**I didn't forget this time, Pam.**





## Introduction

In the past few years several great cartoonists have decided to retire, much to the sadness of their fans. It makes me feel like the guy who took the home movies of the Kennedy assassination—the right side of my brain is saying, “What a horrible tragedy,” while the left side is making those little cash register noises.

When the announcement of Bill Watterson’s retirement came out several reporters called me to get my reaction. The phone conversations went like this:

Reporter: “What do you think about Watterson retiring?”

Me: “Hee hee. Oops.”

Reporter: “Are you giggling?”

Me: “Um, no, I’m weeping over the loss of an excellent comic strip.”

Reporter: “What’s that music in the background?”

Me: “My cats are forming a conga line. They don’t seem to appreciate the sadness of this situation.”

Cats: “Tequila!!!!”

Maybe it didn’t go exactly like that, but you get the general picture.

Anyway, the question I’m most often asked lately is whether I’m also “burned out” and planning to retire. The answer is no, I haven’t made enough money to be “burned out” yet. I only have enough money to feel “tired” or maybe “overworked.” And frankly, I blame you readers for that.

In any event, quitting just isn’t my style. I’m more likely to hire illegal immigrants to do the writing and drawing for me. They might not bring the same wit and artistic integrity to the strip that I do ... and it might not be in English ... but let’s face it, my work isn’t a home run every single day either. It’ll probably take a decade for anybody to notice. And by then maybe I’ll be “burned out” too.

Speaking of home runs, you can still join Dogbert’s New Ruling Class (DNRC) before Dogbert conquers the world and makes everybody else our domestic servants. As you might have noticed, the members of the DNRC are brighter and more attractive than the “induhviduals” who have not joined, so don’t be an induhvidual.

To join the DNRC, simply put your name on the list for the free Dilbert Newsletter, published approximately “whenever I feel like it,” or about four times a year.

If you want to receive the DNRC Newsletter via e-mail, send your e-mail address to:

ScottAdams@aol.com

If you prefer hard copies of the DNRC Newsletter, via snail mail, send your address to:

Dilbert Mailing List  
c/o United Media  
200 Madison Avenue  
New York, NY 10016

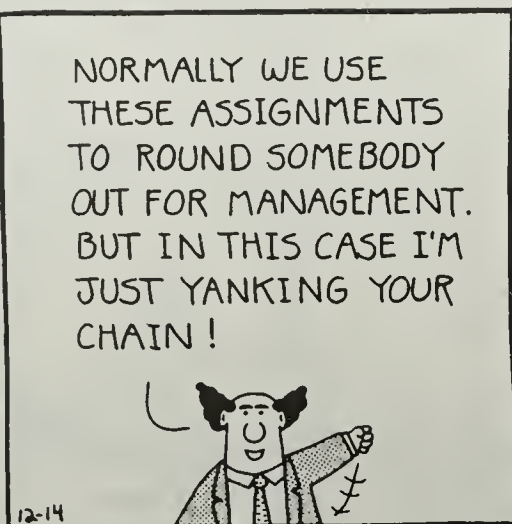
*S. Adams*







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12-14



S. Adams



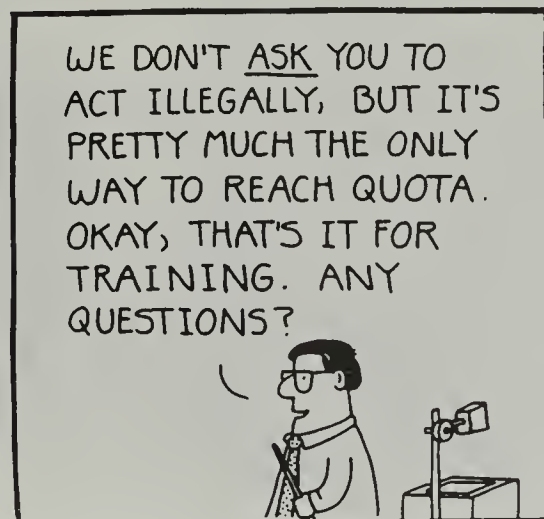
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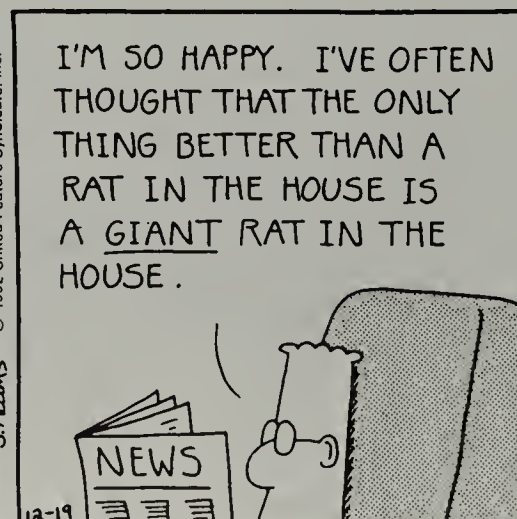
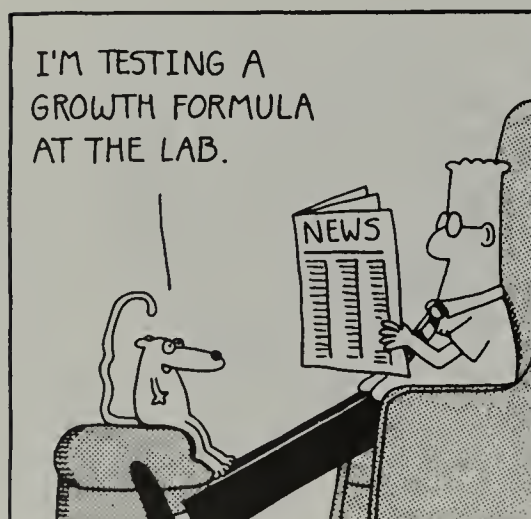
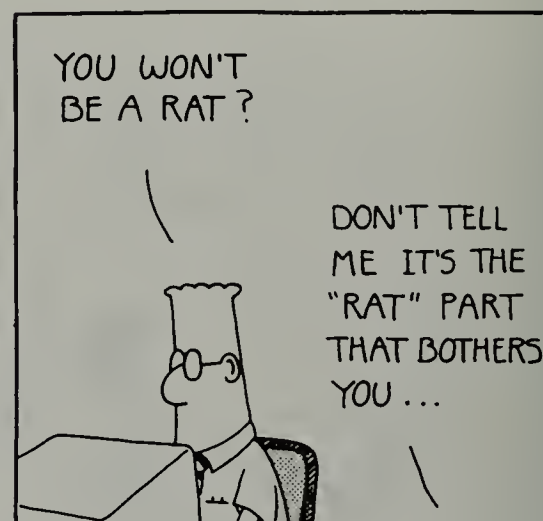
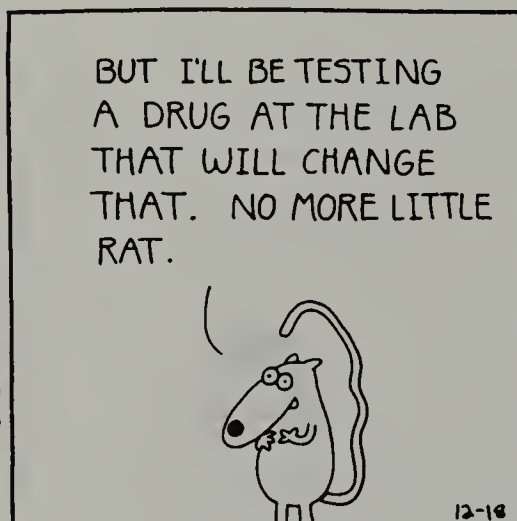
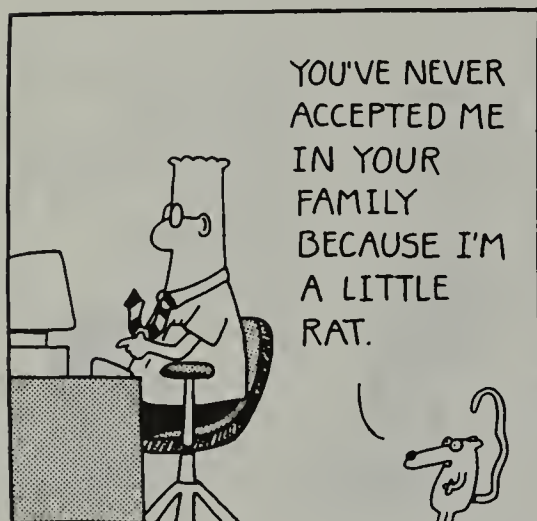


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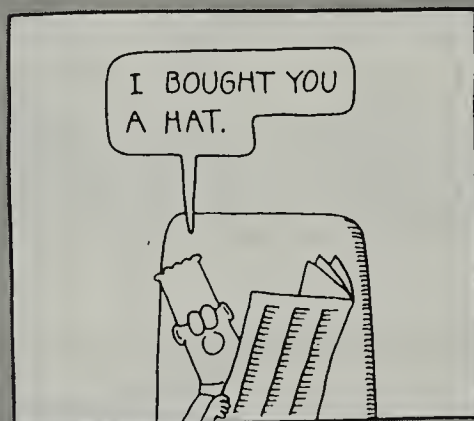
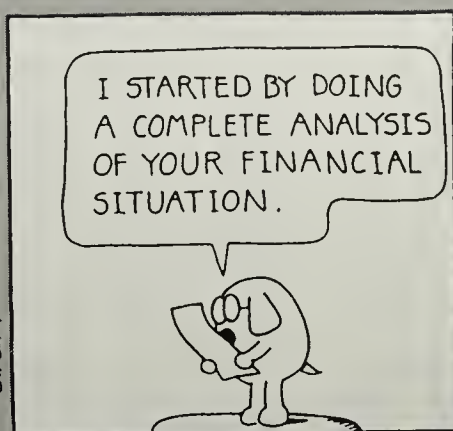
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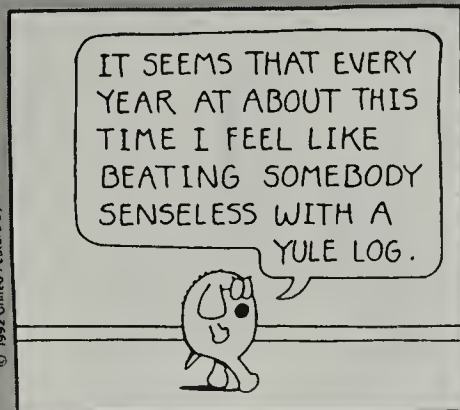




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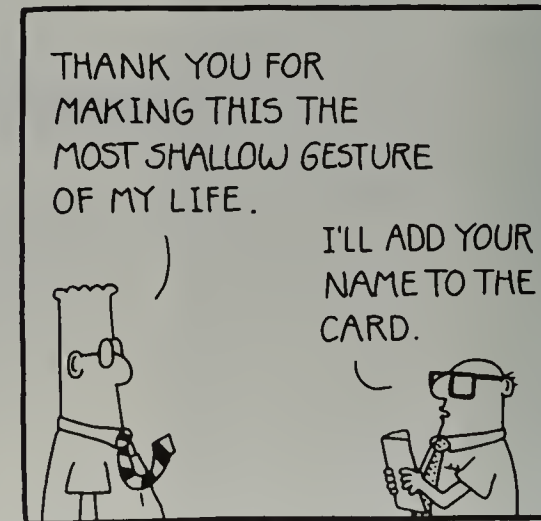
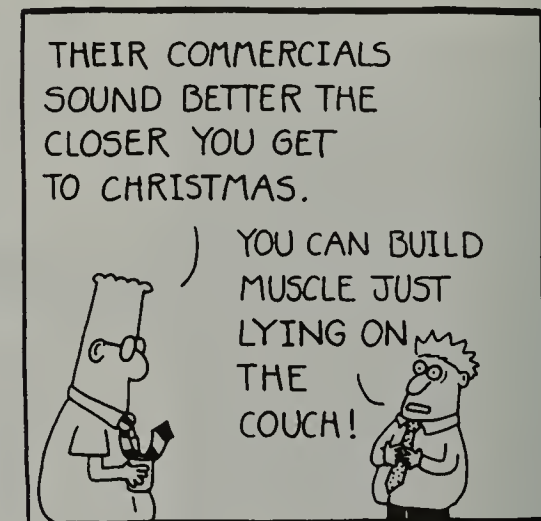
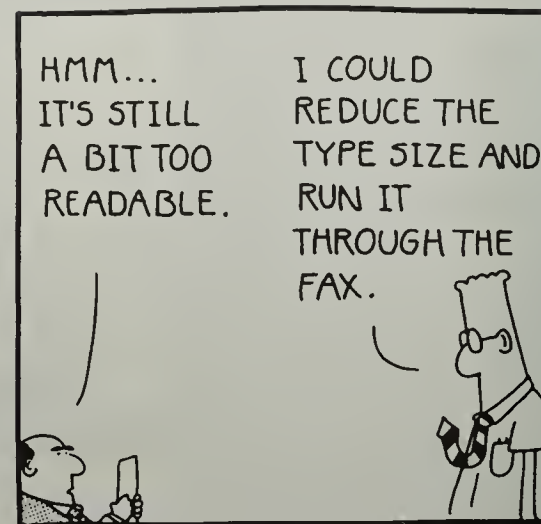


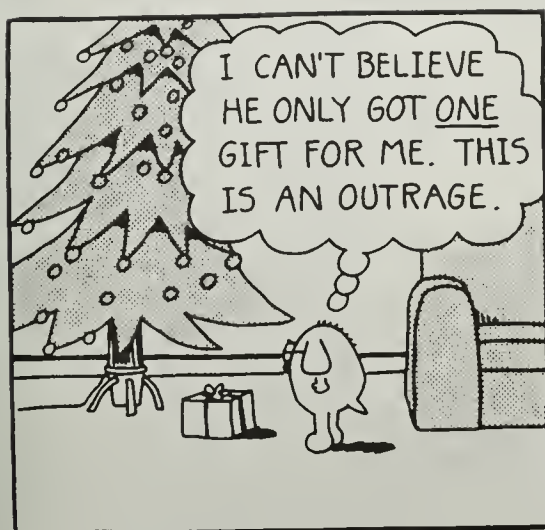
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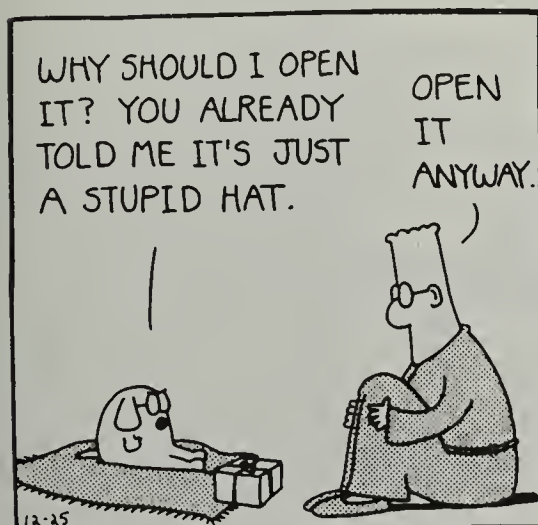




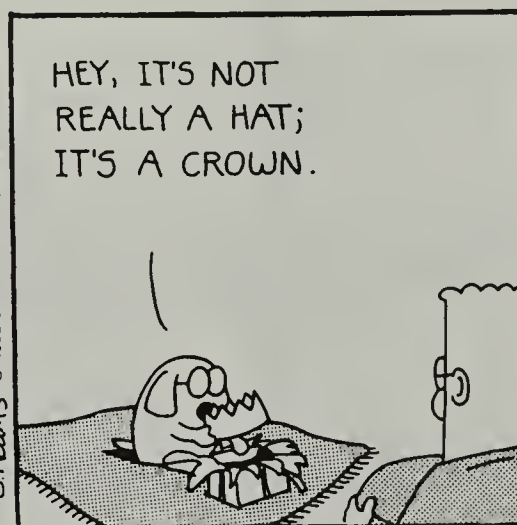
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12-24



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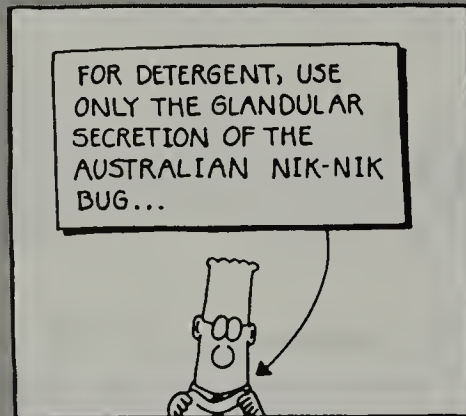
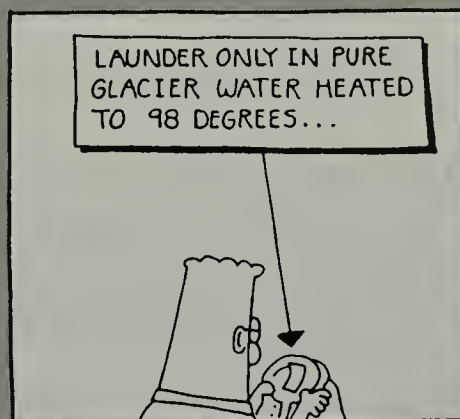
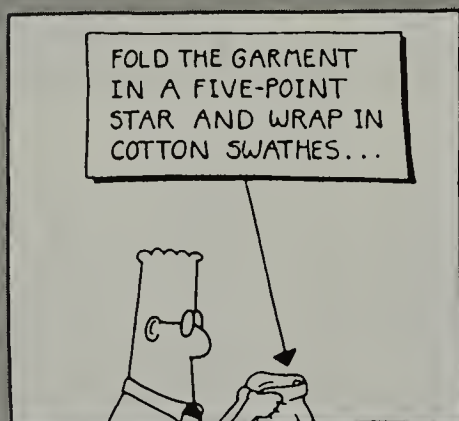


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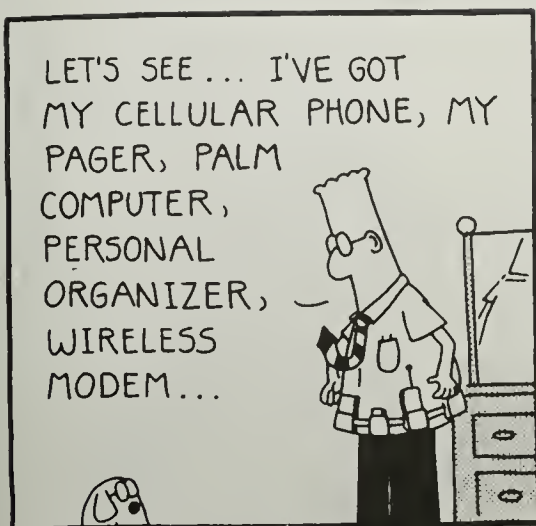


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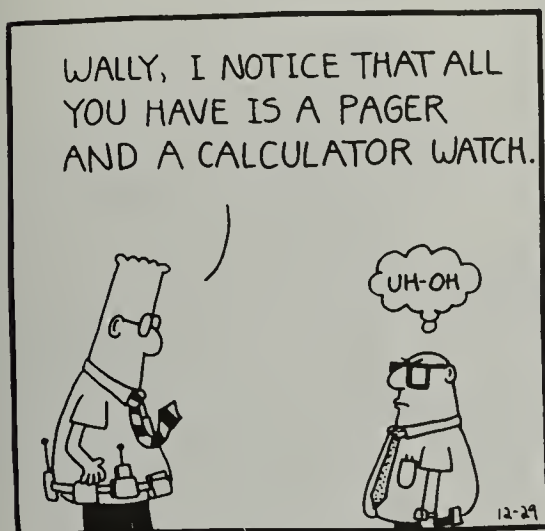
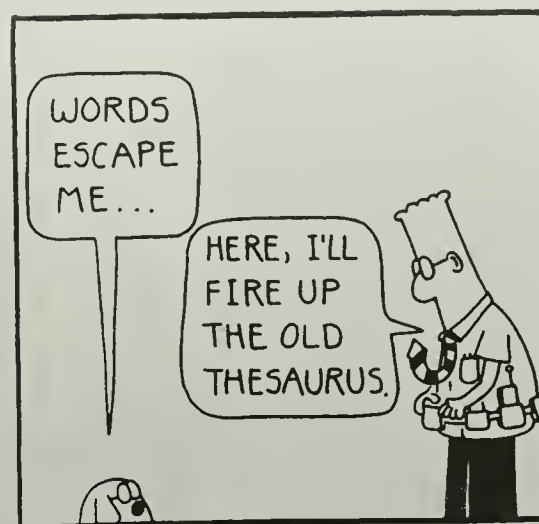
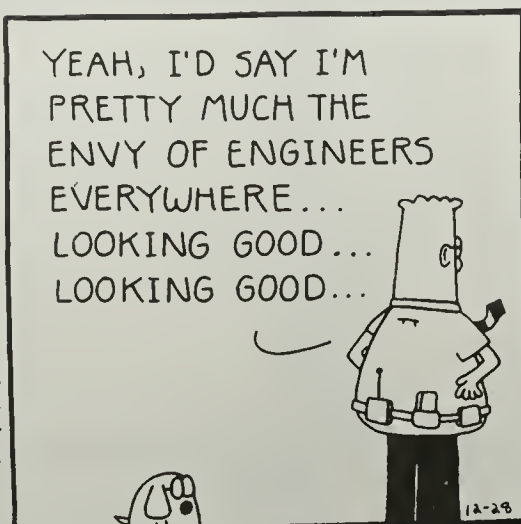




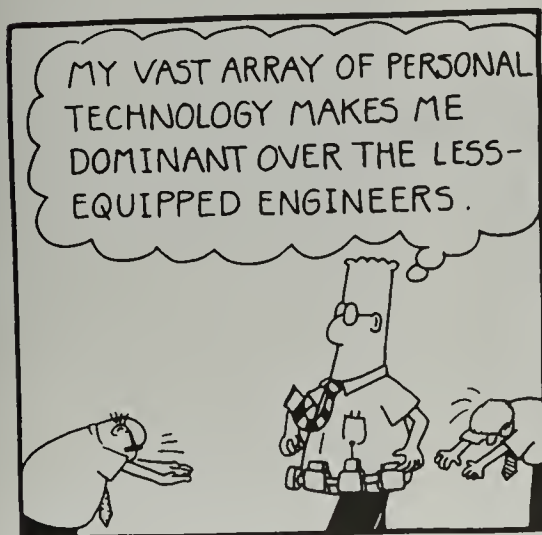
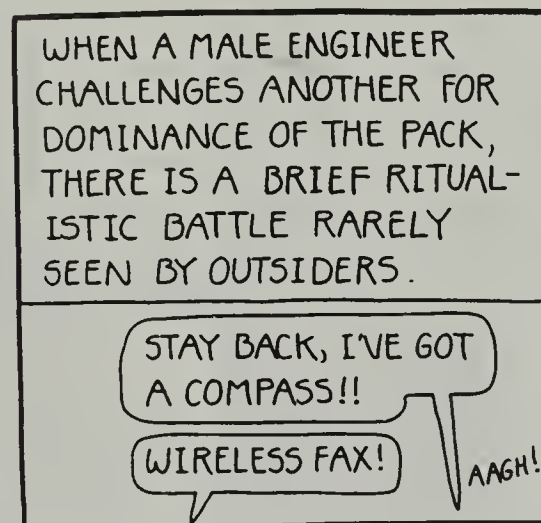
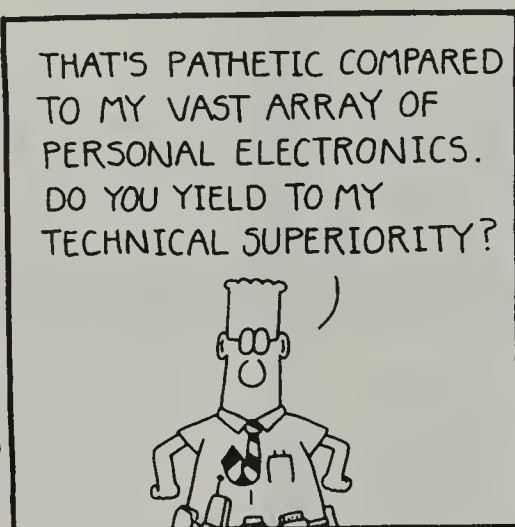




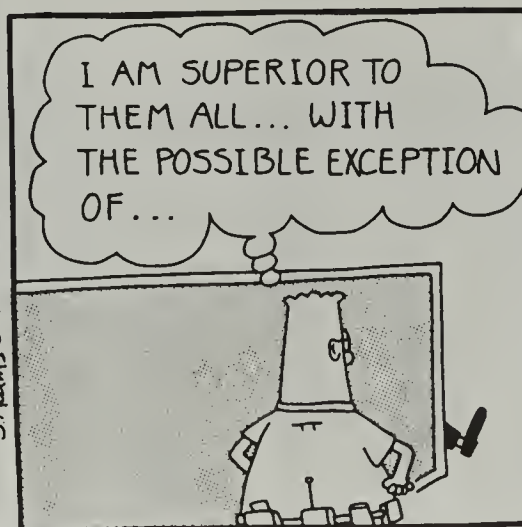
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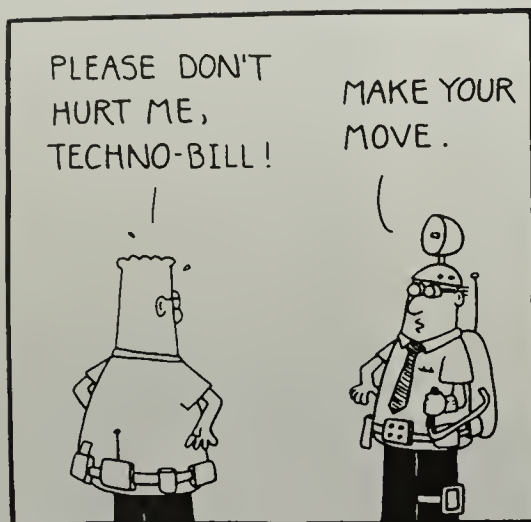


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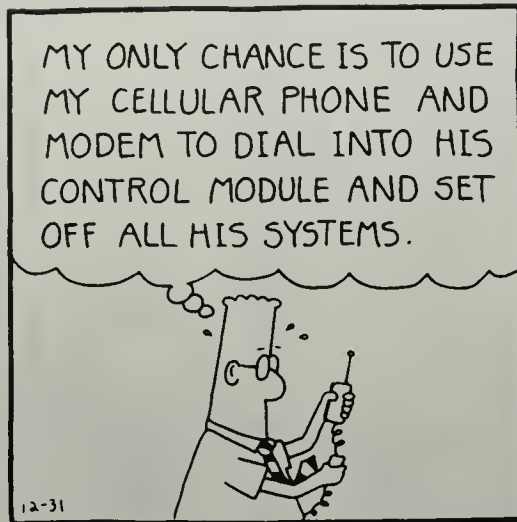


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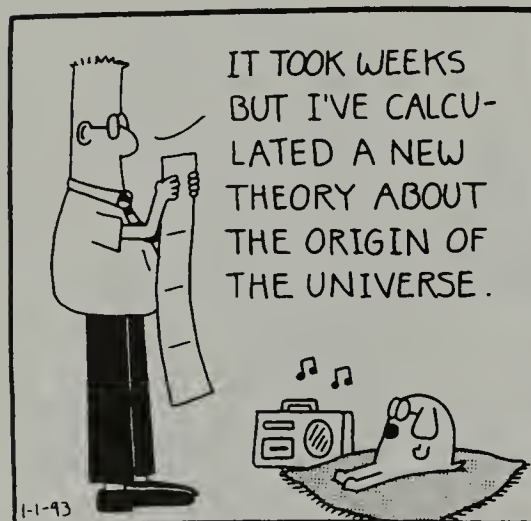
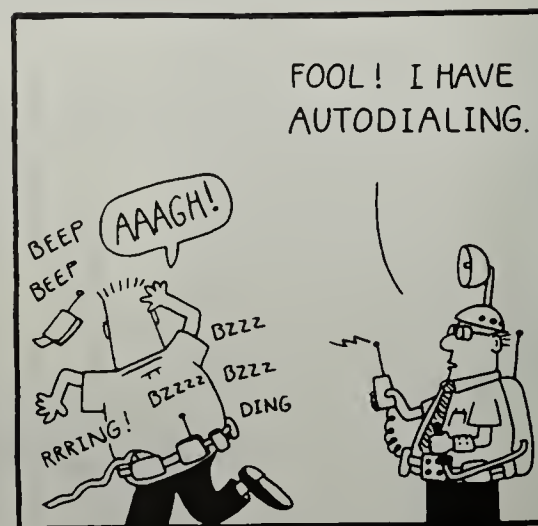




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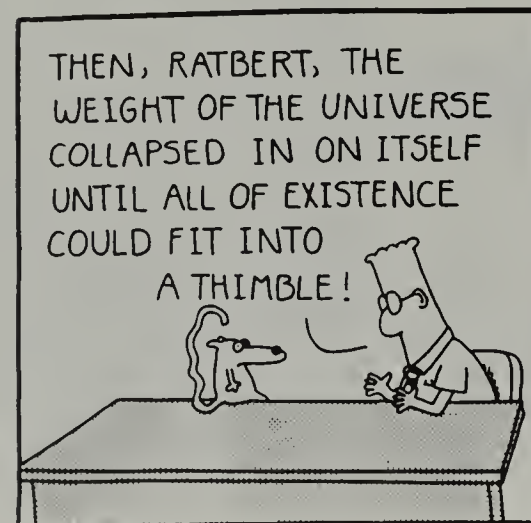
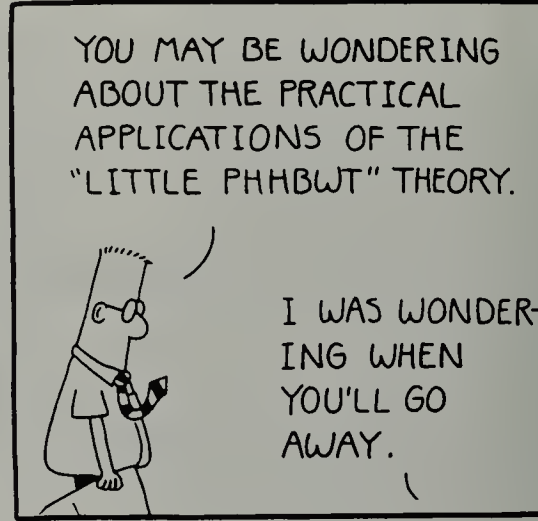
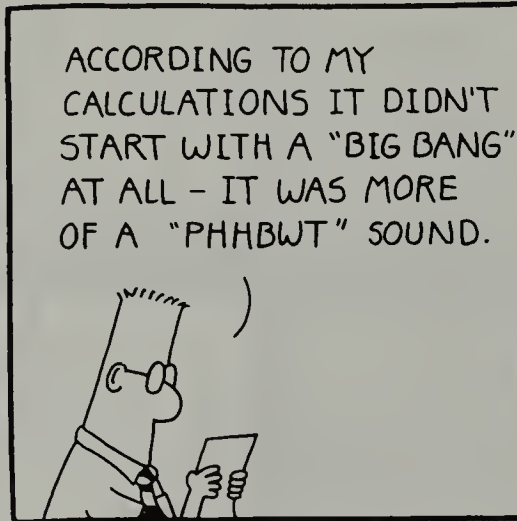


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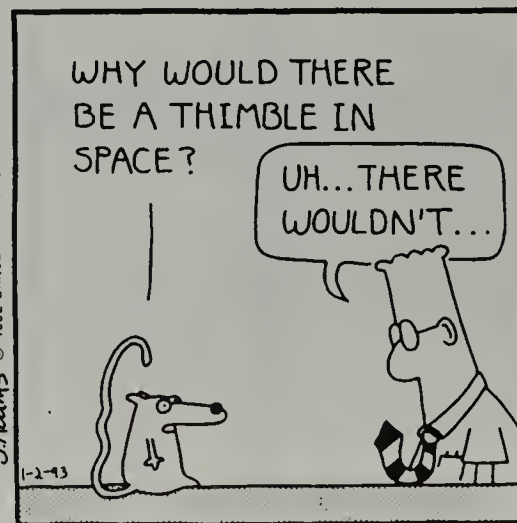


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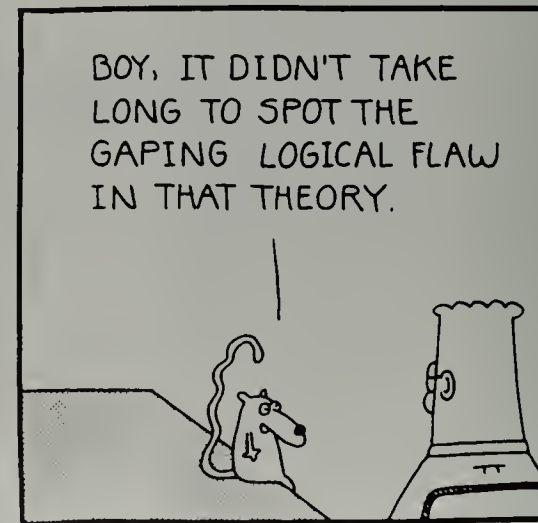
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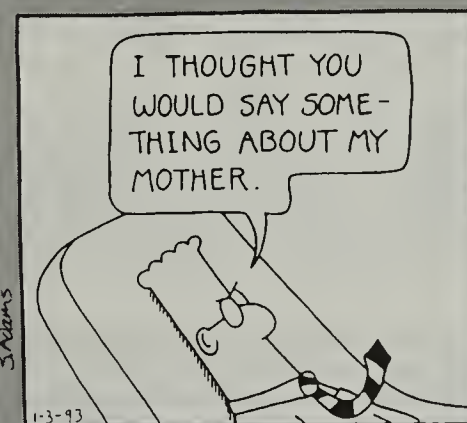


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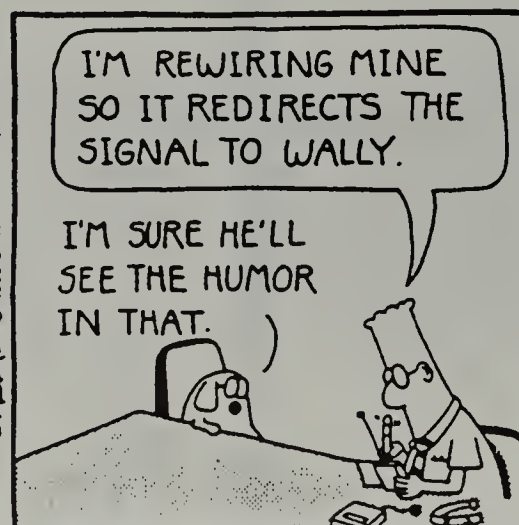
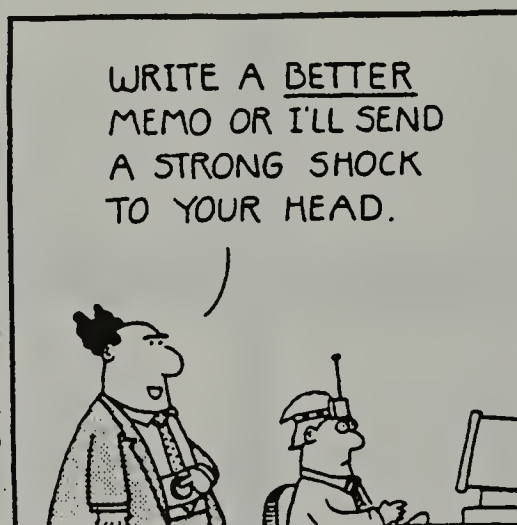
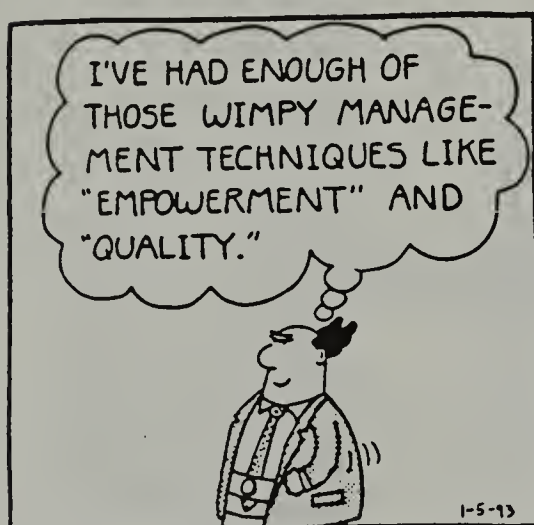
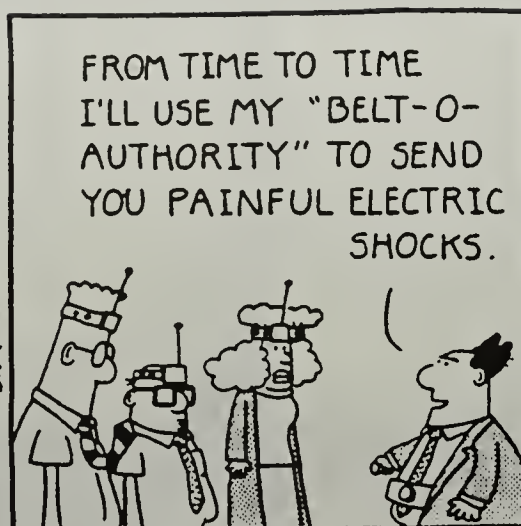


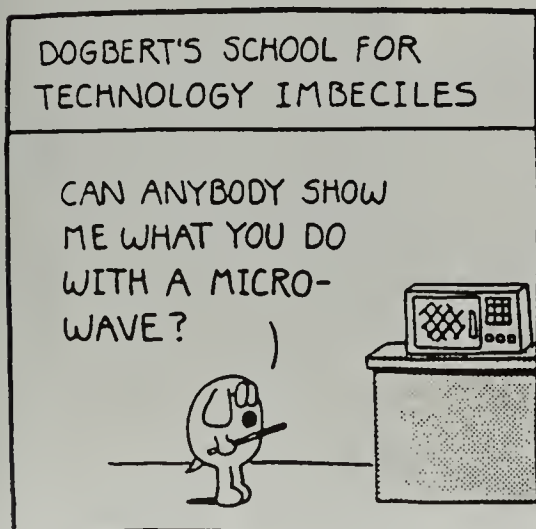
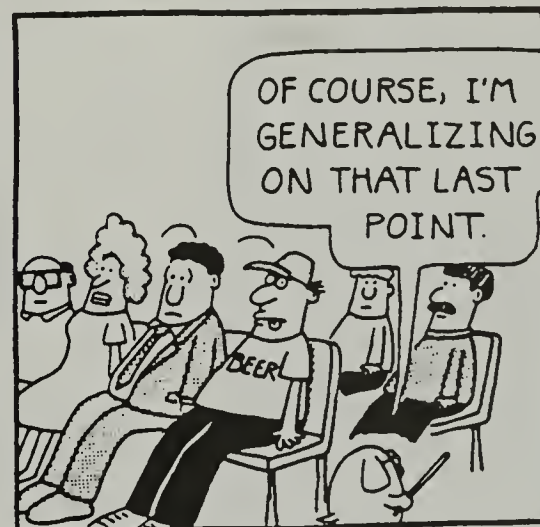
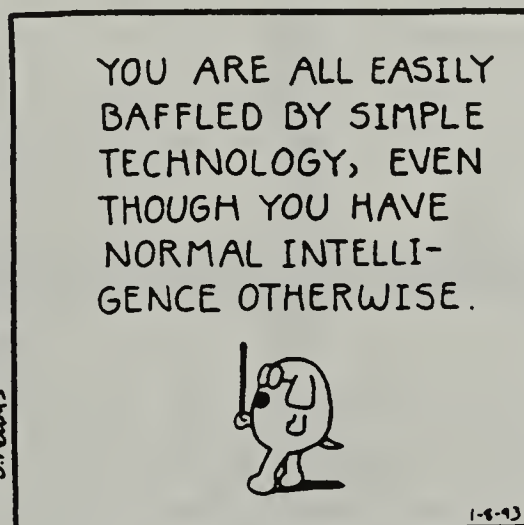
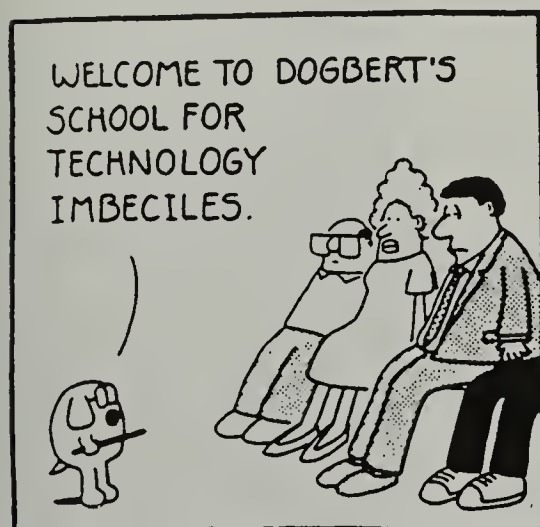
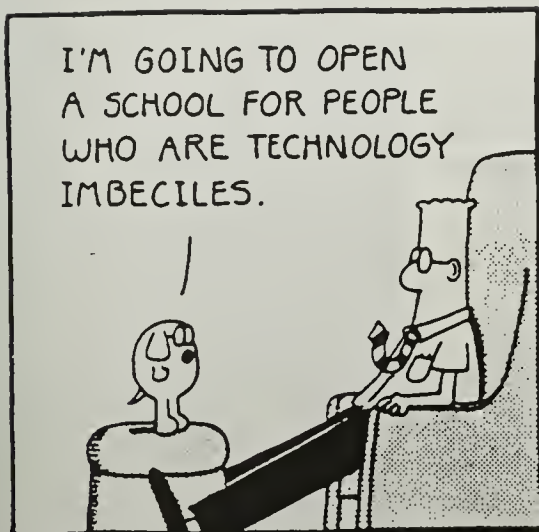
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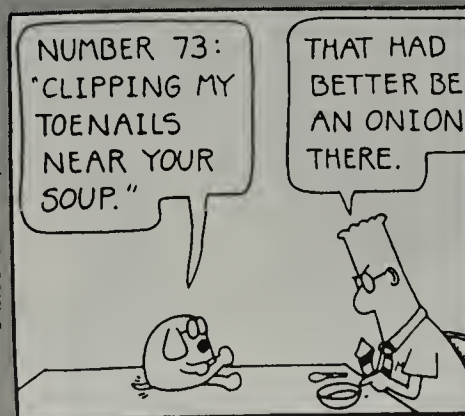
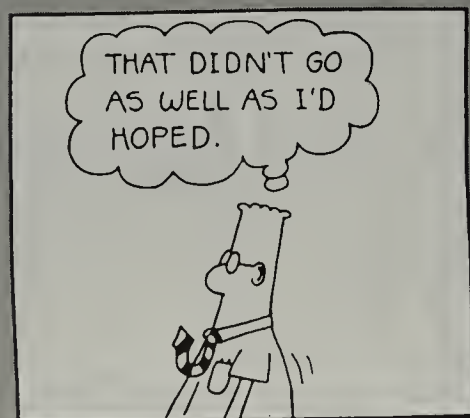
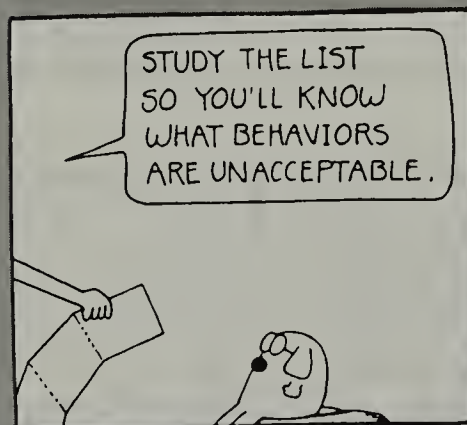
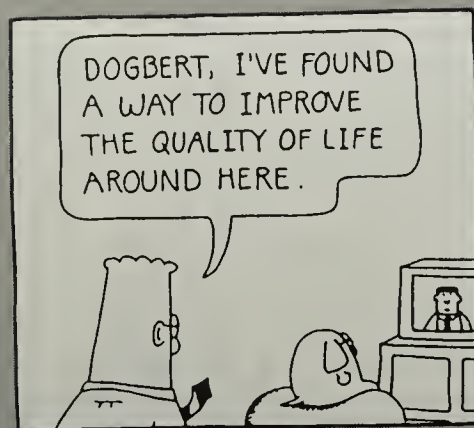




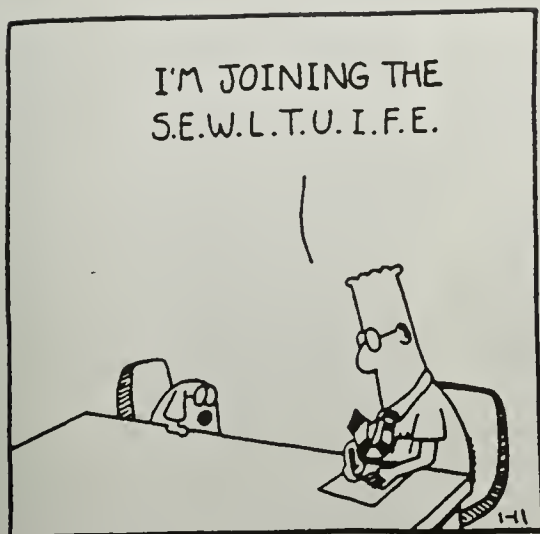




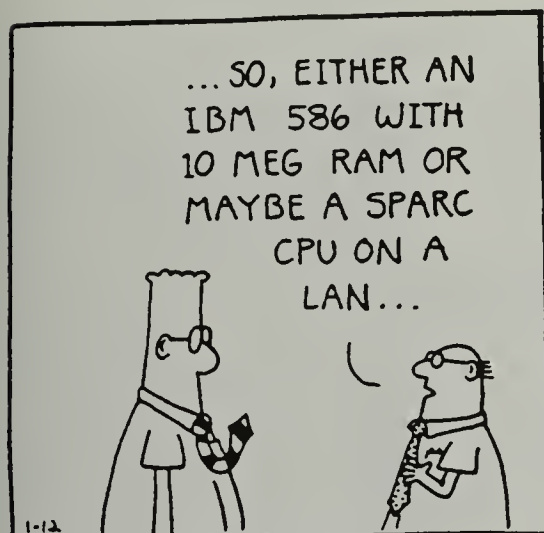
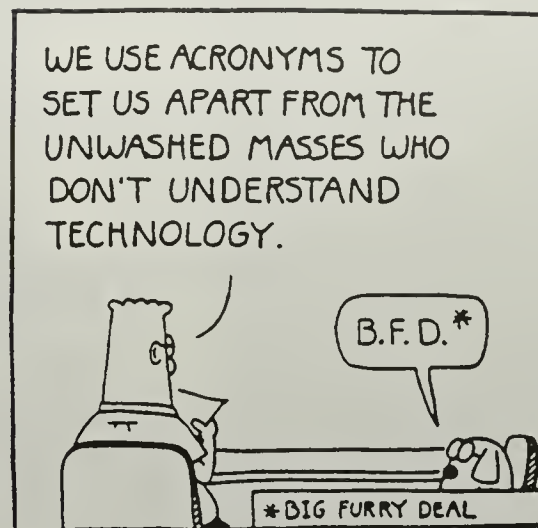
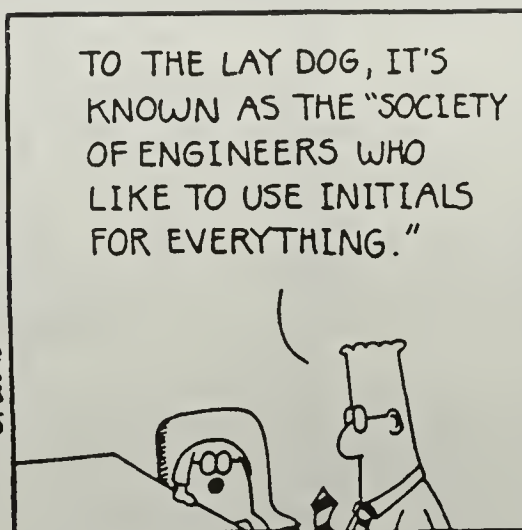




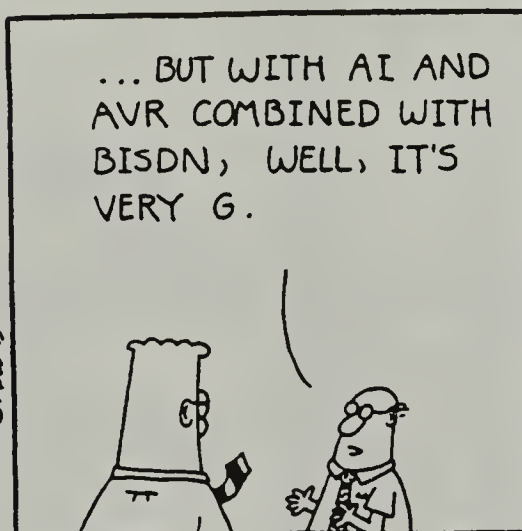




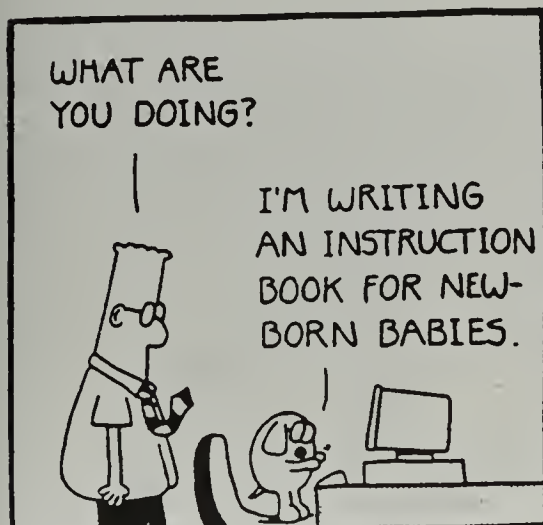
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SAtoms



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



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

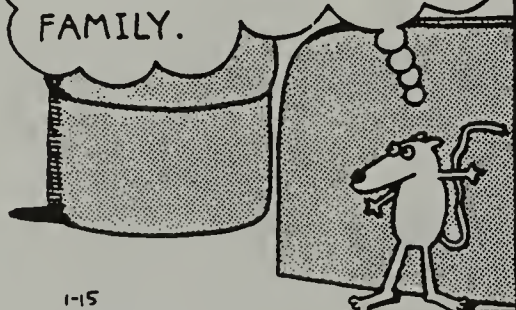


1-14

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

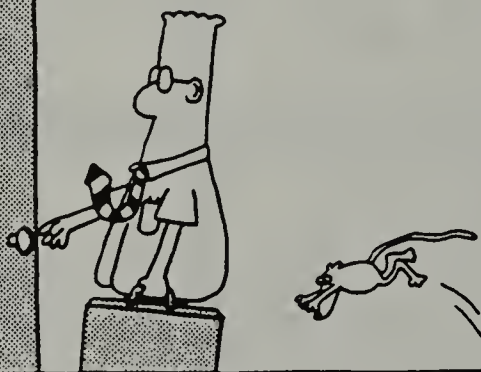


THERE'S DILBERT... I'LL SNEAK UP AND HUG HIS LEG UNTIL HE LOVES ME AND ACCEPTS ME IN THE FAMILY.



1-15

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J. Adams

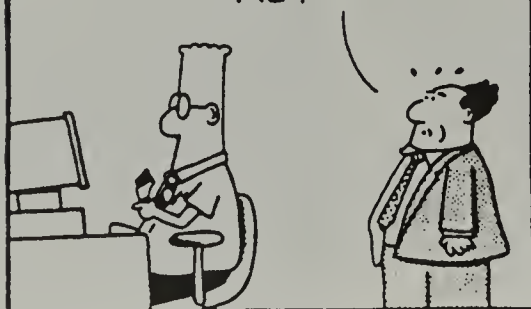
A RAT IS CLINGING TO MY LEG.



I HAD THAT PROBLEM TILL I SWITCHED TO "OLD SPICE."



MY NEW STYLE OF MANAGEMENT IS EXHAUSTING ME.



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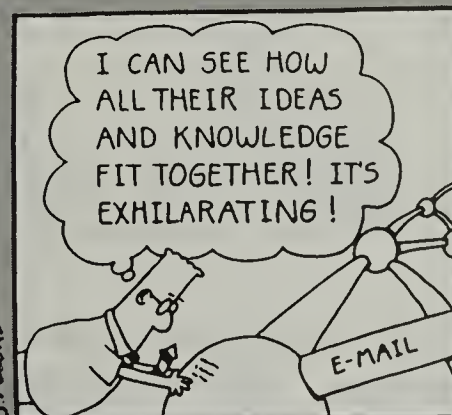
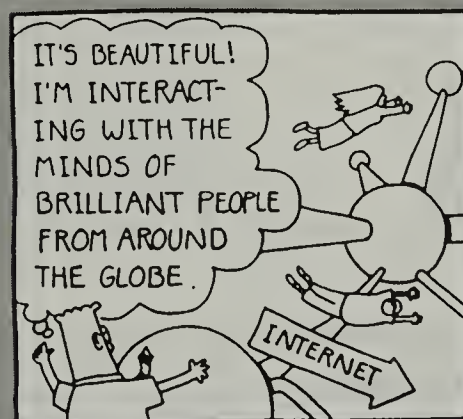
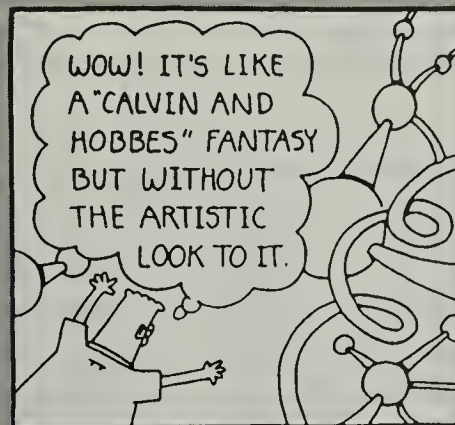
I HEARD SOME PEOPLE TALKING ABOUT "MBWA" OR "MANAGEMENT BY WALKING AROUND."



I WALKED ALL THE WAY TO THE PARK AND BACK. BUT I CAN'T SAY THAT I SEE MUCH IMPROVEMENT AROUND HERE.



1-16



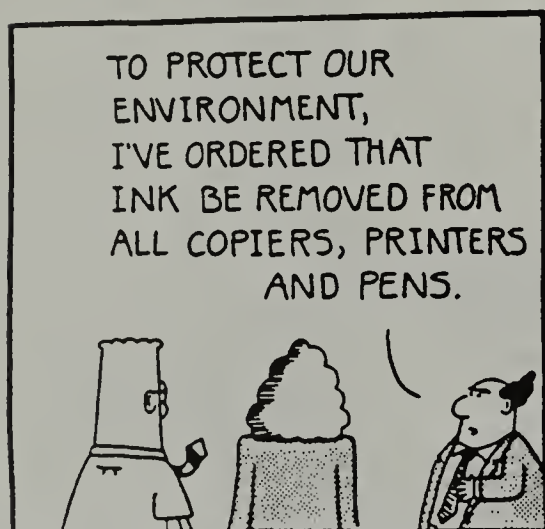
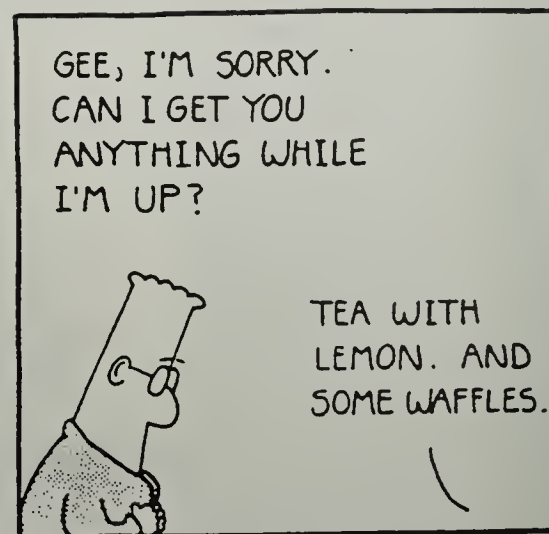
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INTERNET ID: SCOTTADAMS@AOL.COM

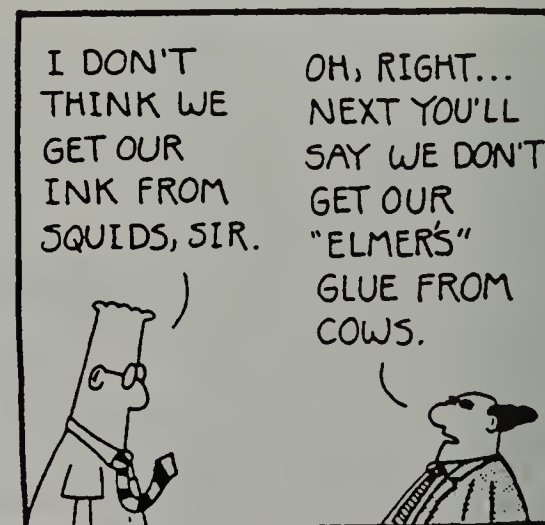
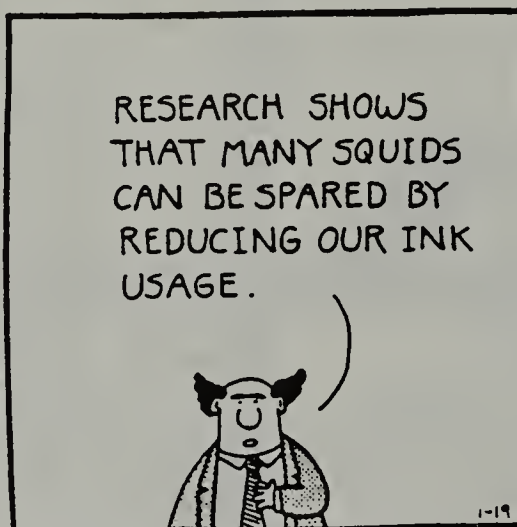




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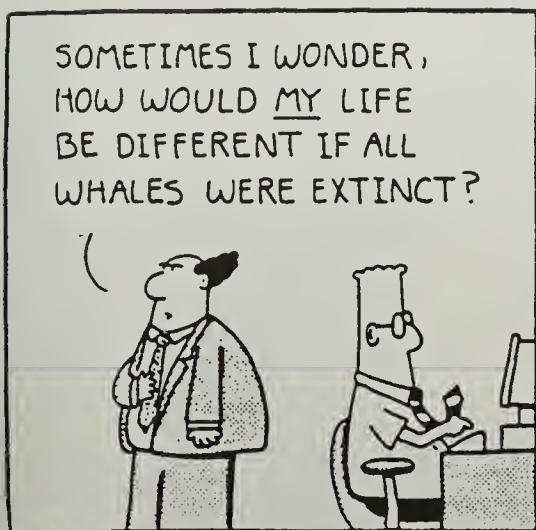


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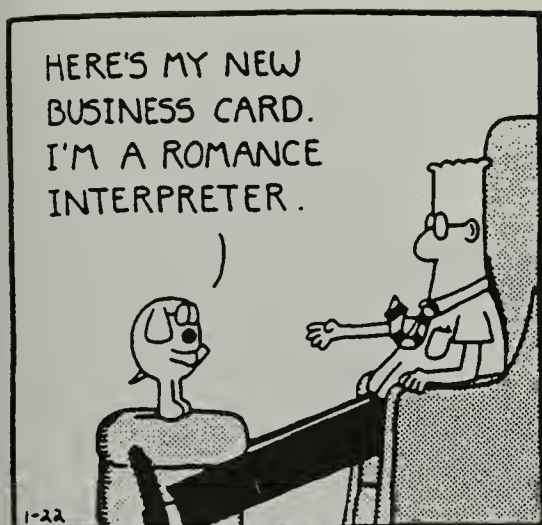
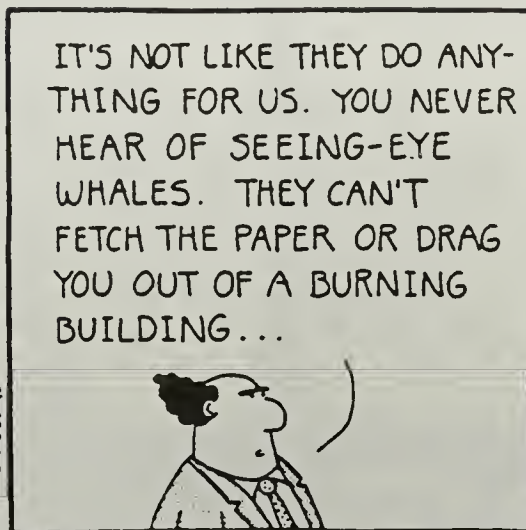


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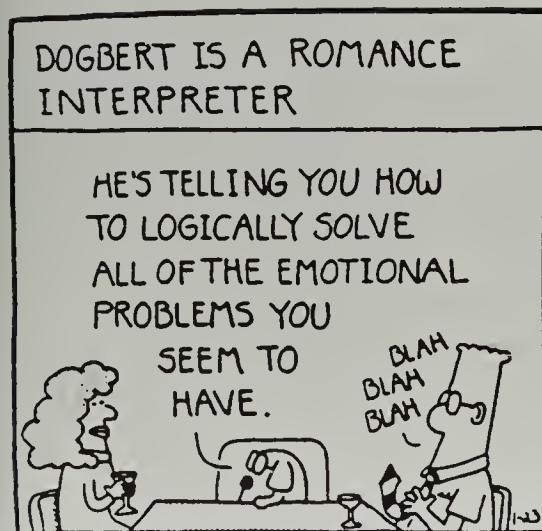
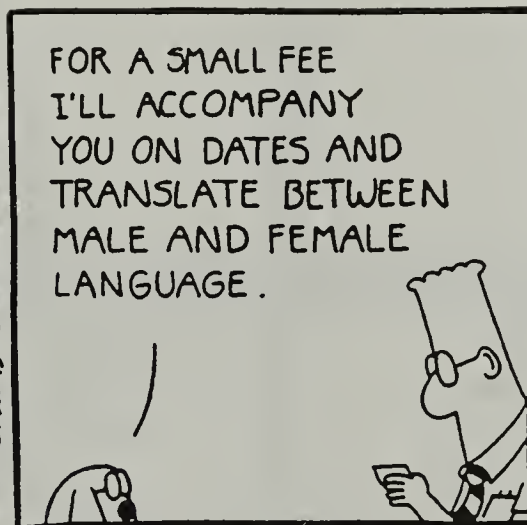




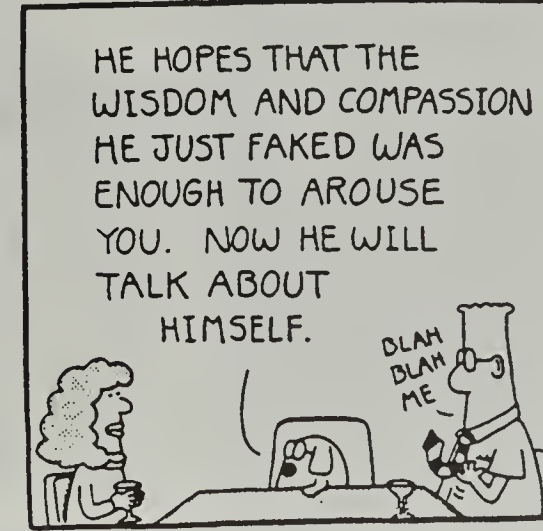
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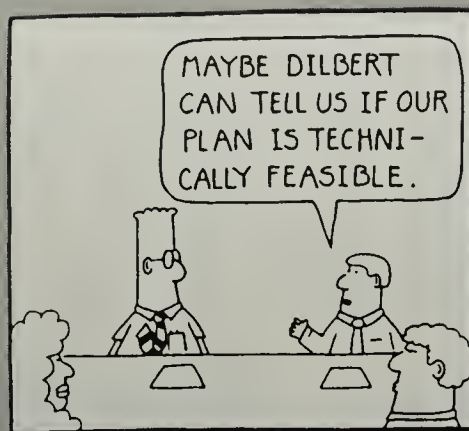


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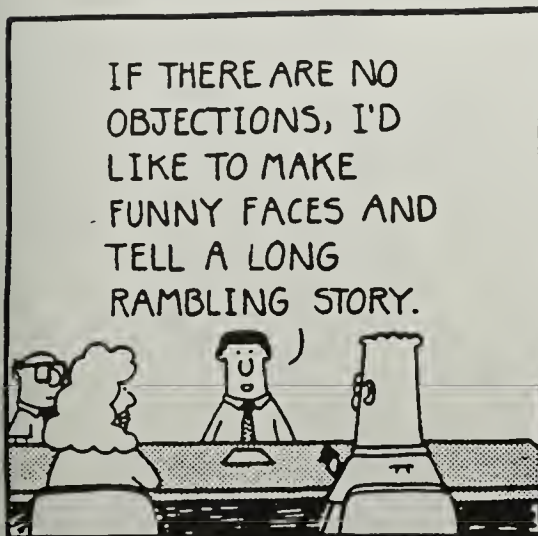


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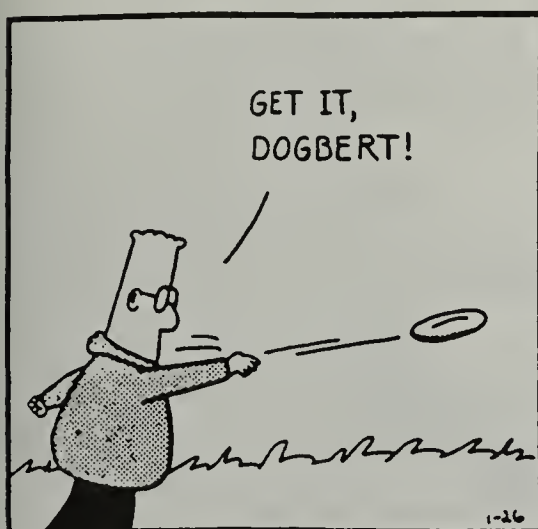




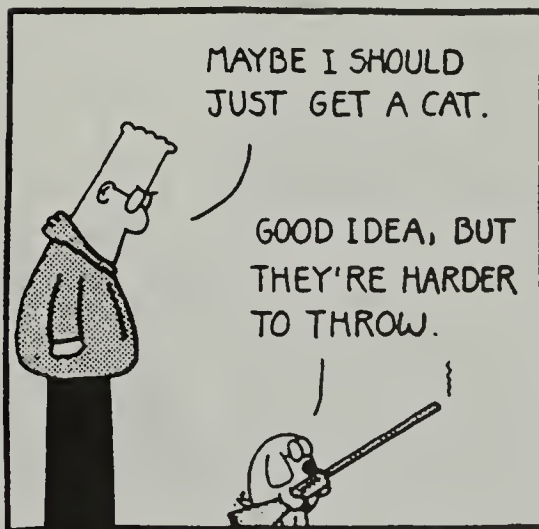
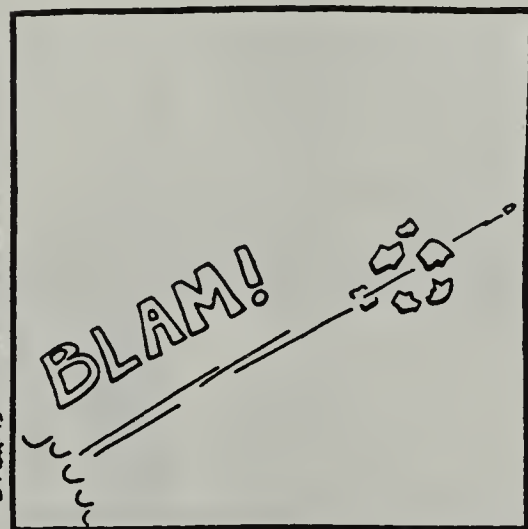




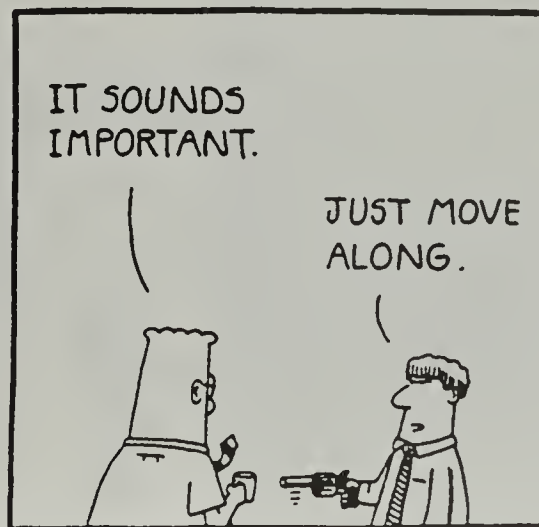
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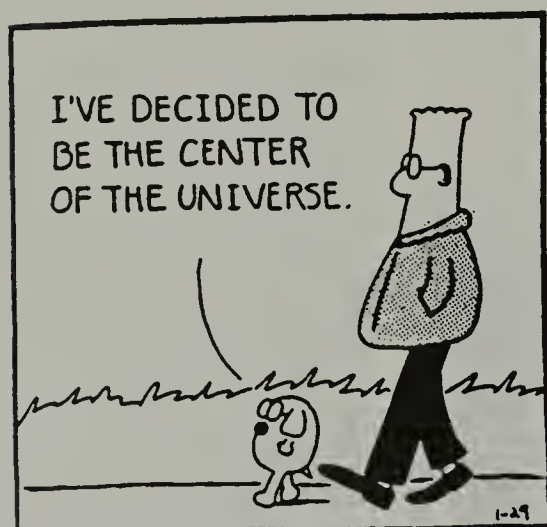
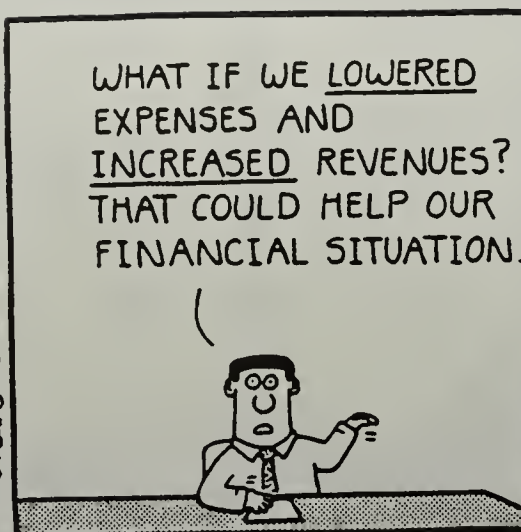


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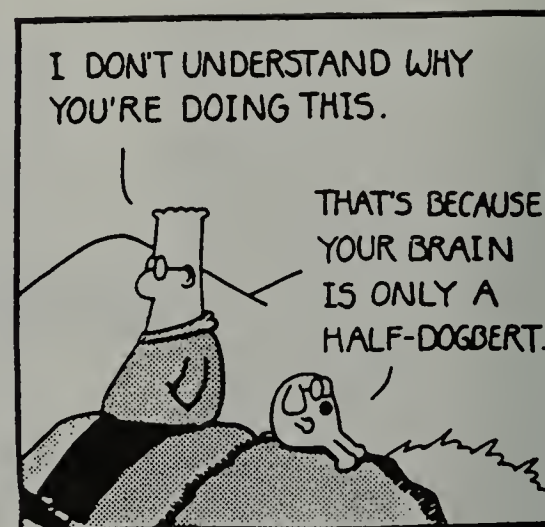
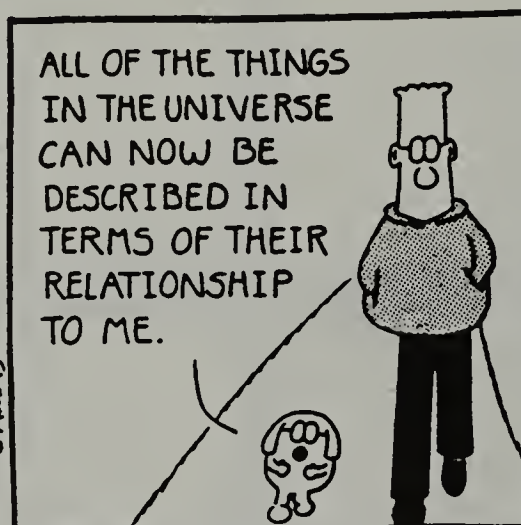




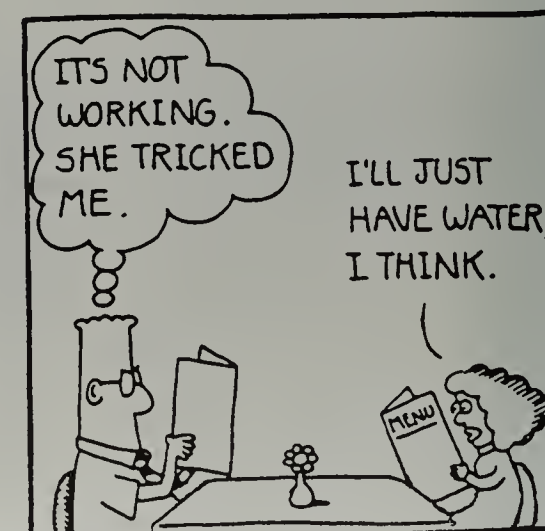
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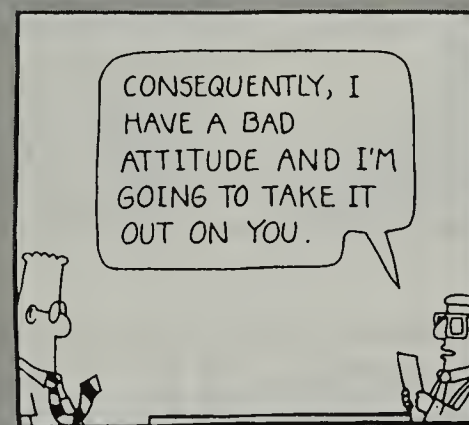
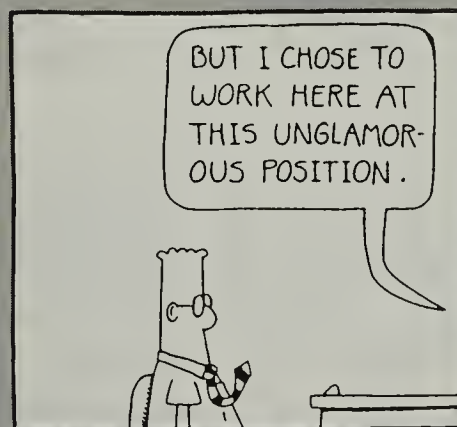
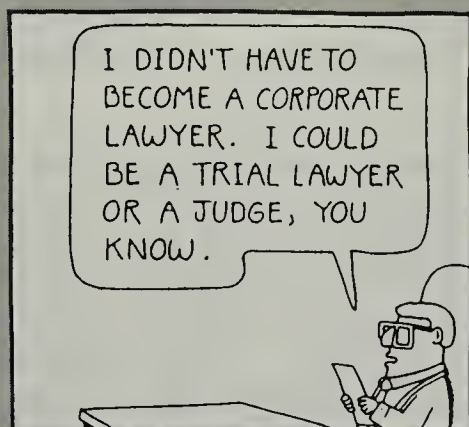


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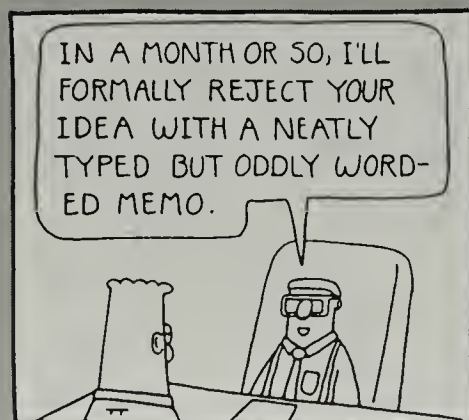




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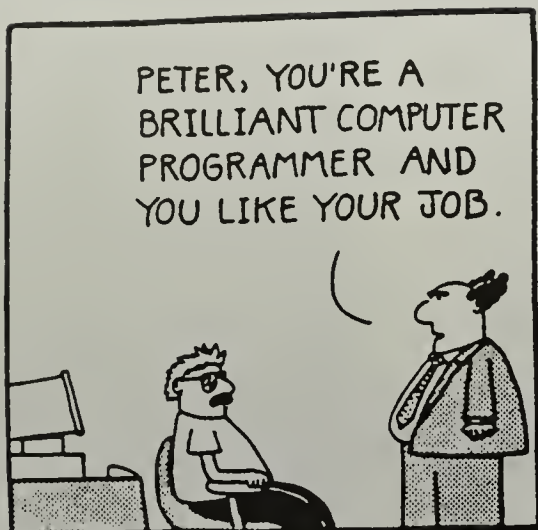
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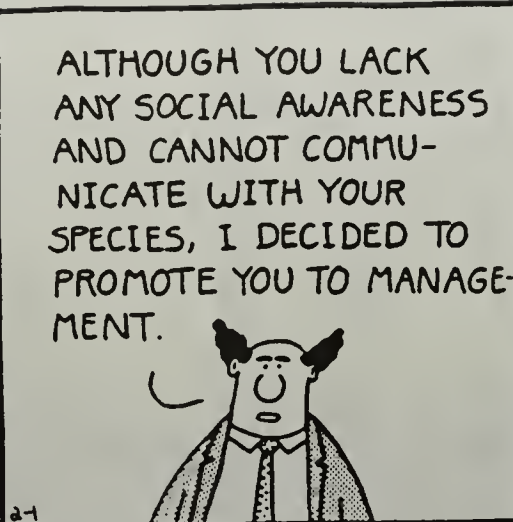
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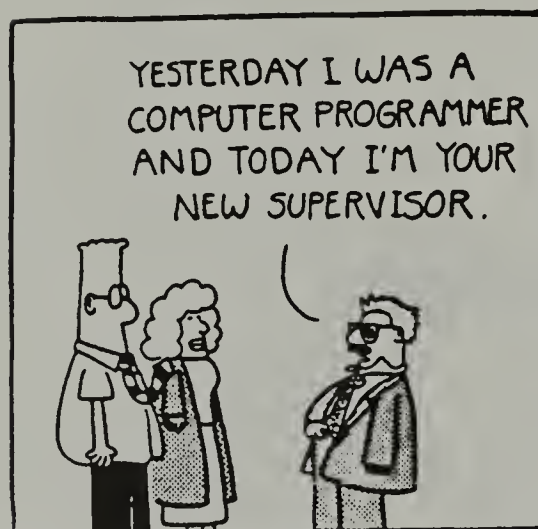




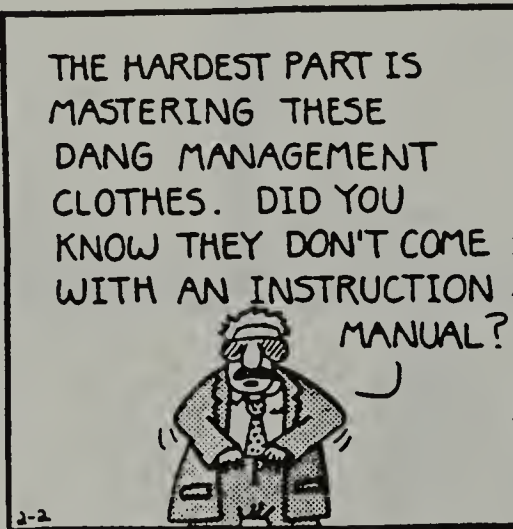
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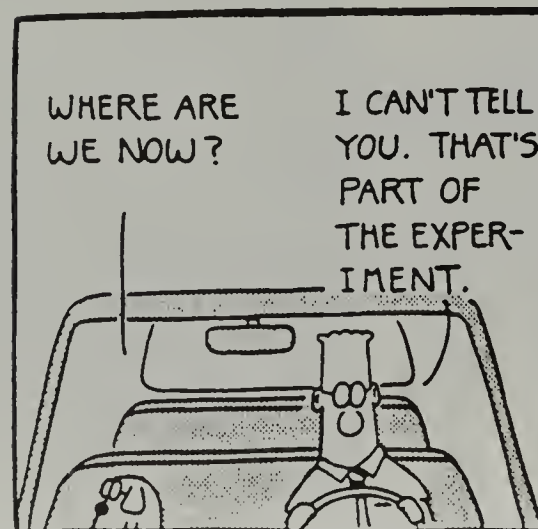
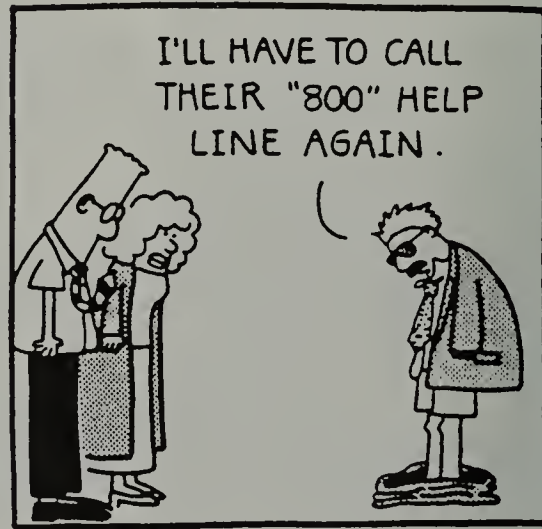
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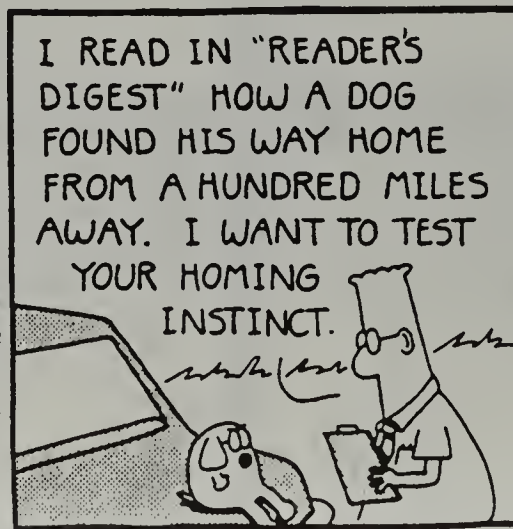
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2-2



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THE COMPANY IS A  
BILLION DOLLARS BELOW  
ITS EARNINGS  
PROJECTIONS.



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FROM NOW ON, ONLY  
THE MANAGERS AT  
MY LEVEL OR ABOVE  
MAY EAT DONUTS AT  
COMPANY MEETINGS.



THIS WON'T BE EASY  
FOR ANY OF US. HECK,  
I DON'T EVEN KNOW  
IF I CAN EAT THIS  
MANY DONUTS.



THEIR CARS ARE ALWAYS  
CLEAN



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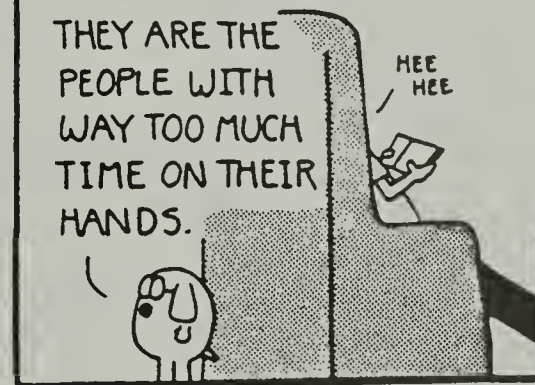
THEY WRITE LETTERS TO  
EXPRESS THEIR OUTRAGE

Dear Editor,  
The funny pages is no  
place for sarcasm!  
Think about the  
children!



THEY READ THE SAME BOOK  
MORE THAN ONCE.

THEY ARE THE  
PEOPLE WITH  
WAY TOO MUCH  
TIME ON THEIR  
HANDS.



HI, GUYS. I'M WENDELL  
J. STONE THE FOURTH,  
RECENT STANFORD MBA  
AND BRAND NEW TO  
THE WORKFORCE.



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LOOK, "WEN-DULL," WE  
AREN'T IMPRESSED BY  
YOUR EDUCATION. AT  
THIS COMPANY IT'S THE  
QUALITY OF YOUR WORK  
THAT COUNTS!

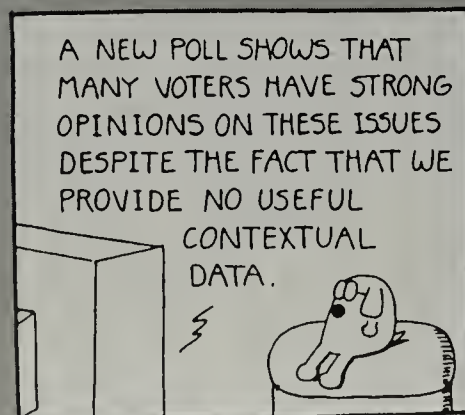
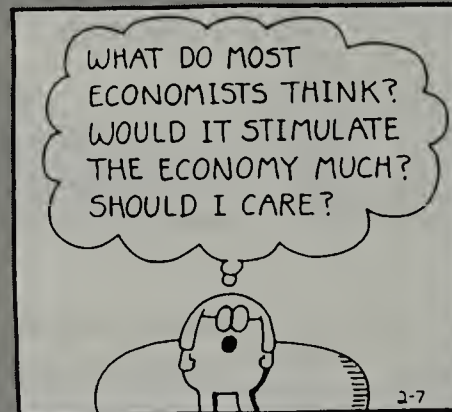
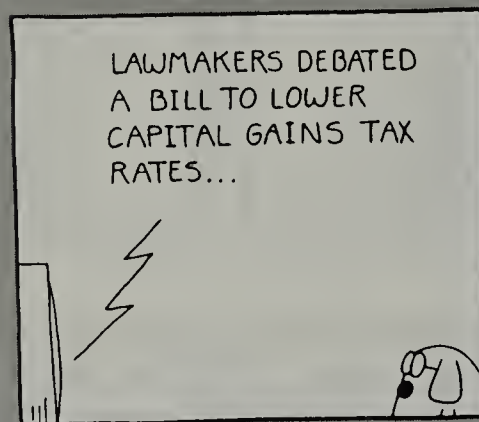
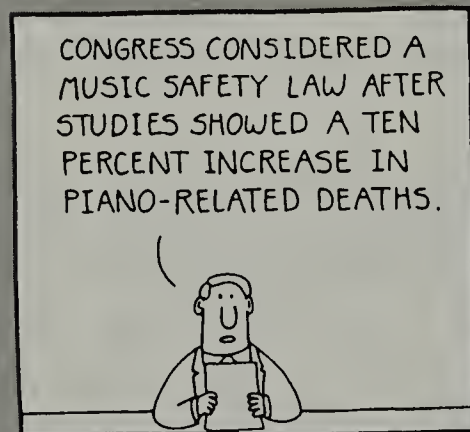
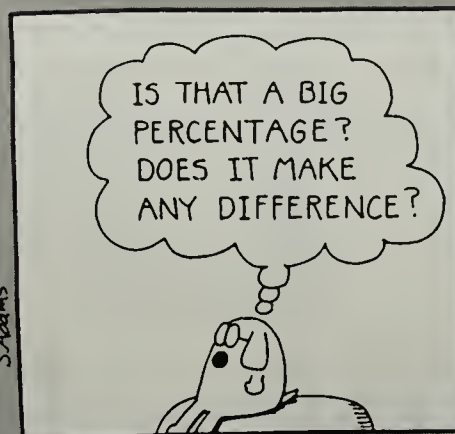
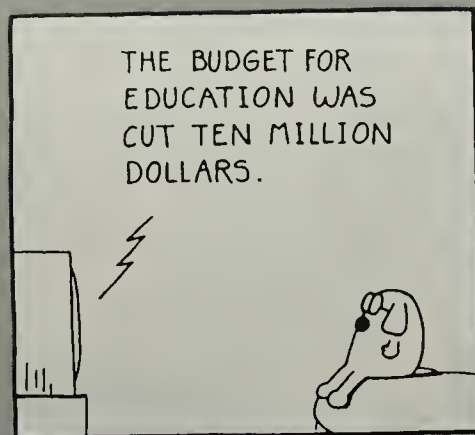


I'M YOUR NEW SENIOR  
VICE PRESIDENT, AND I  
WANT YOU TO LICK THE  
TAR OFF MY PORSCHE  
NOW.

OKAY, BUT WATCH  
THE QUALITY OF  
MY WORK!



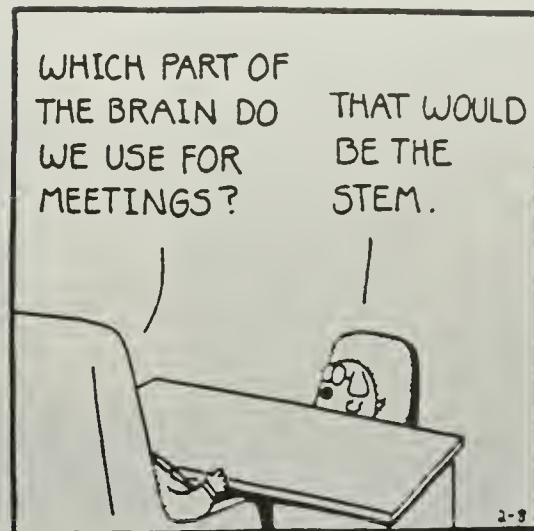
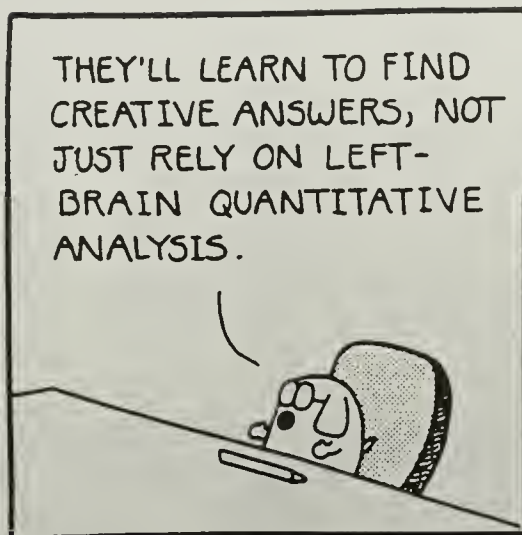




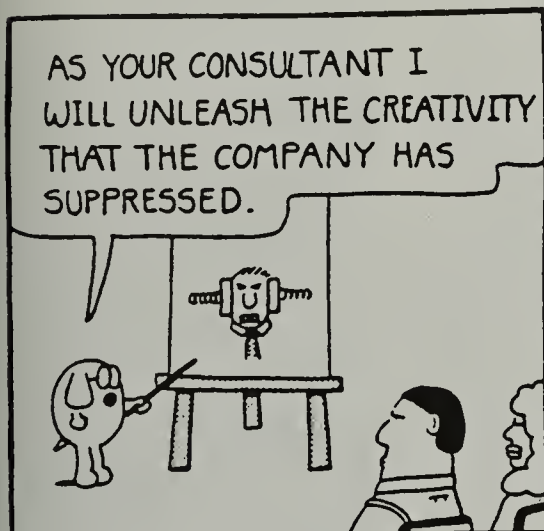




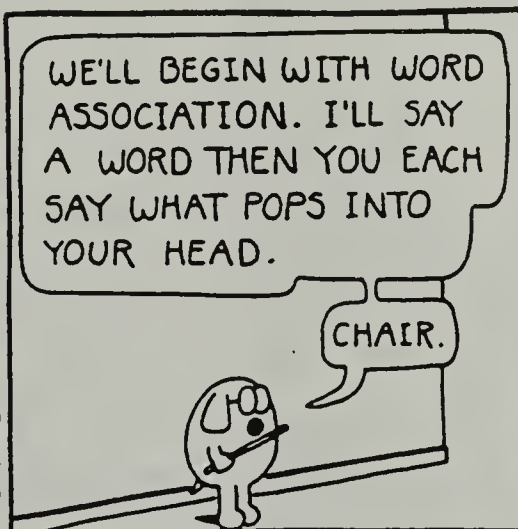
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2-9



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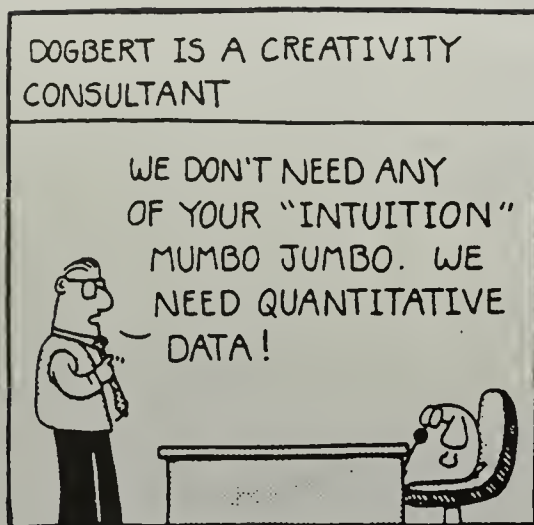


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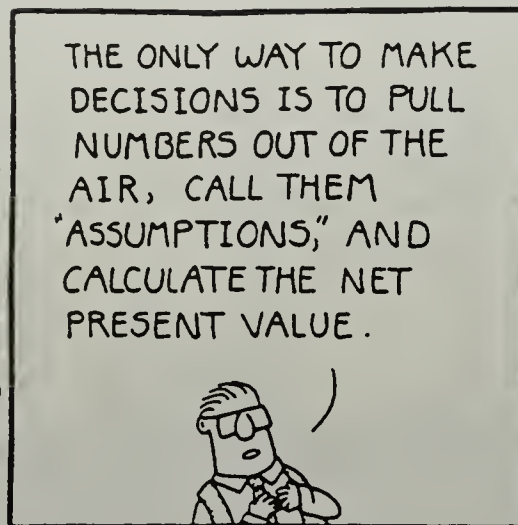


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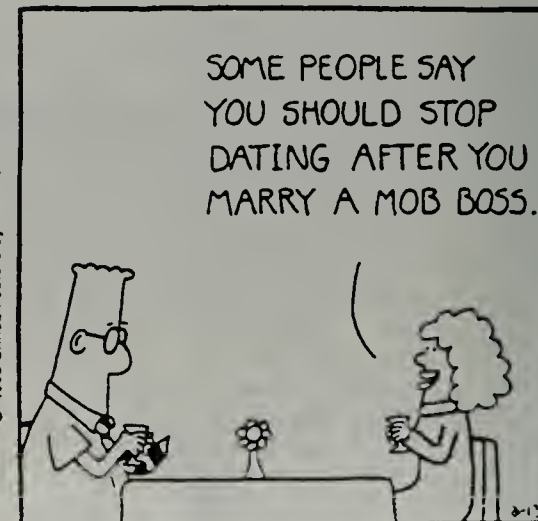
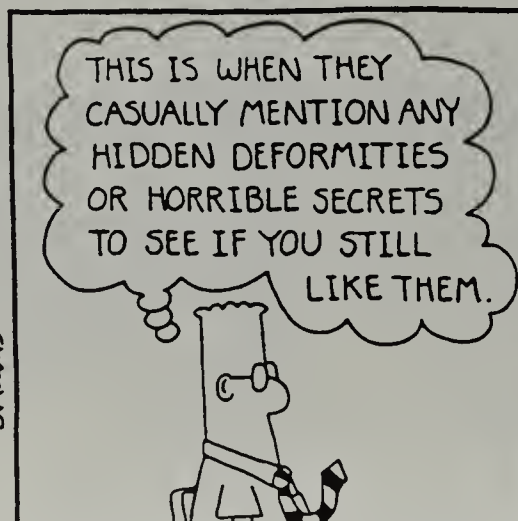
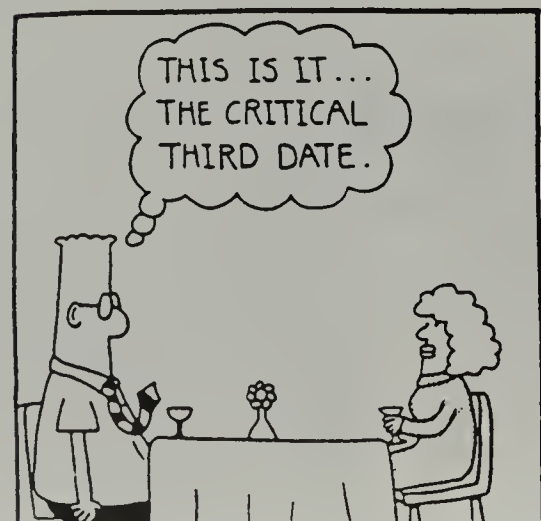
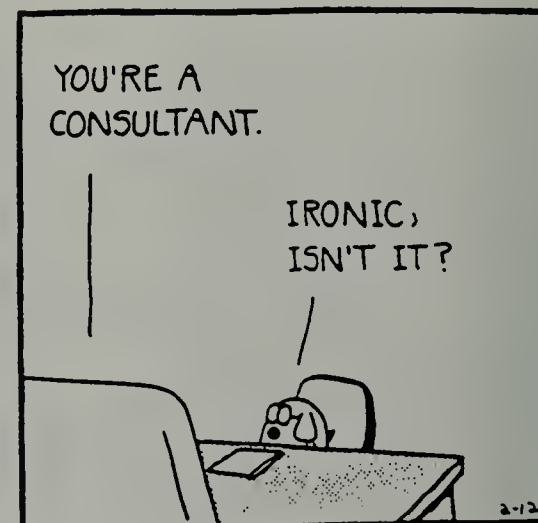
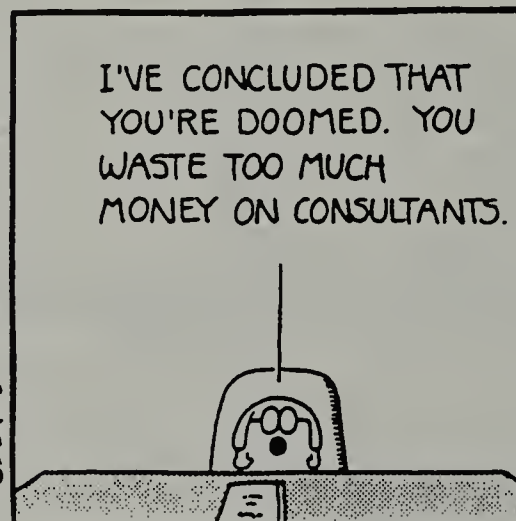




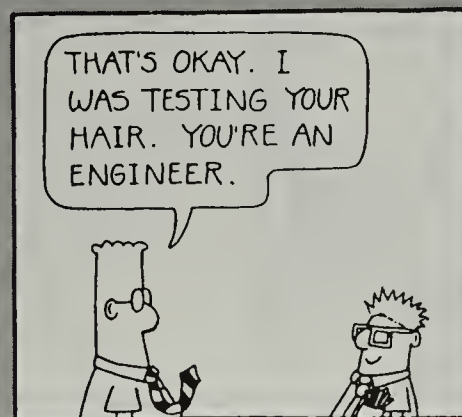
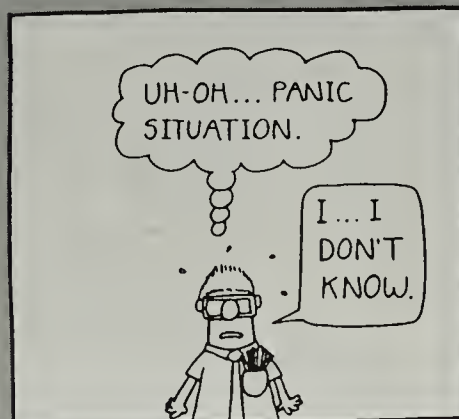
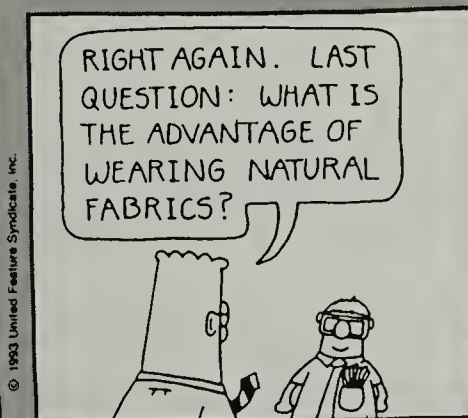
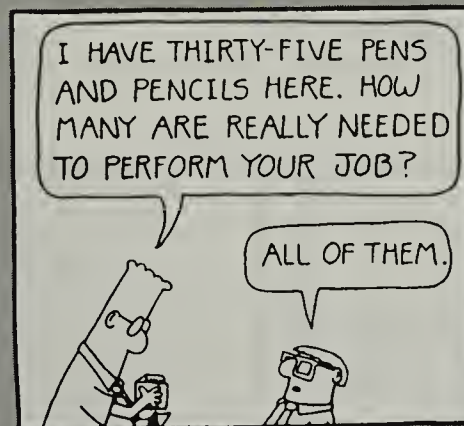
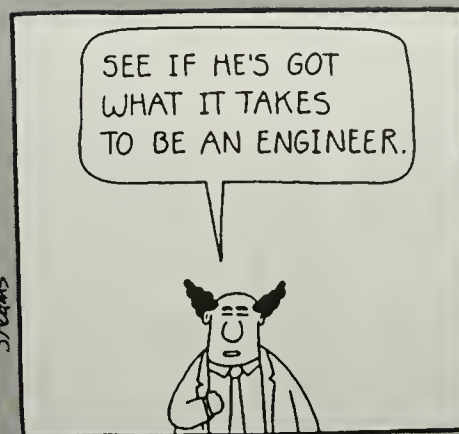
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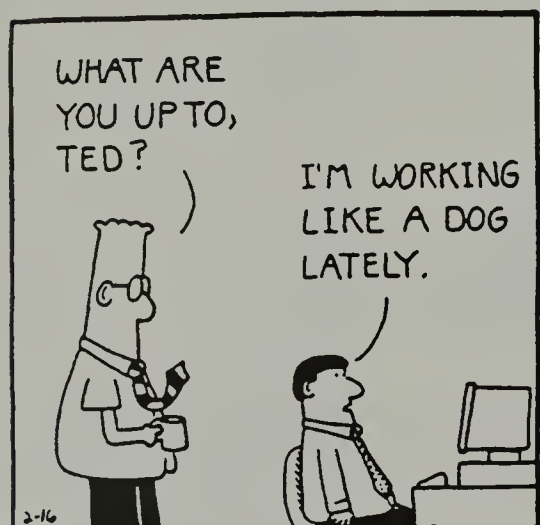
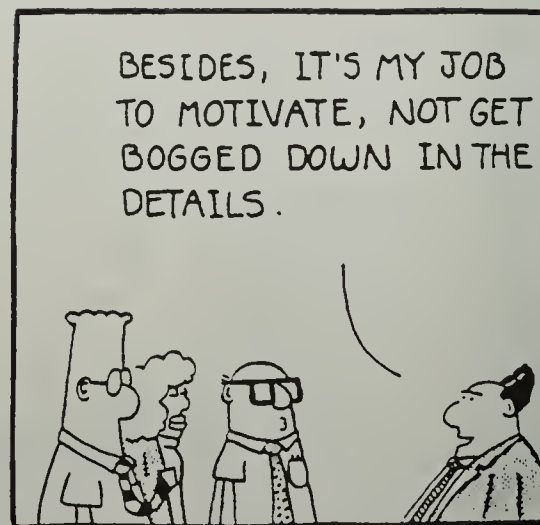
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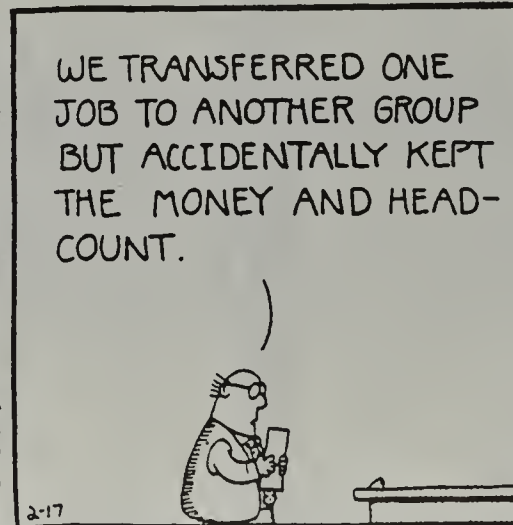
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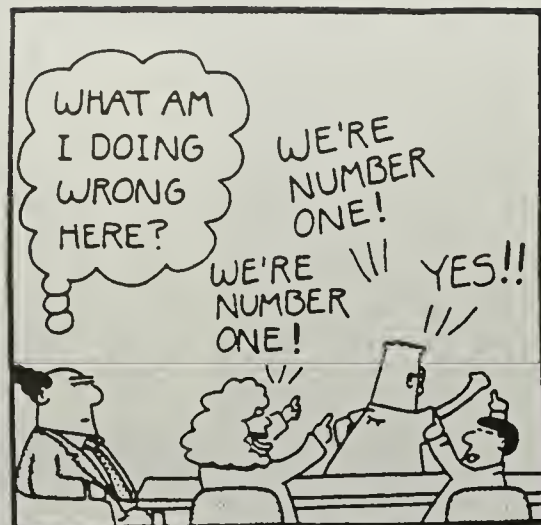




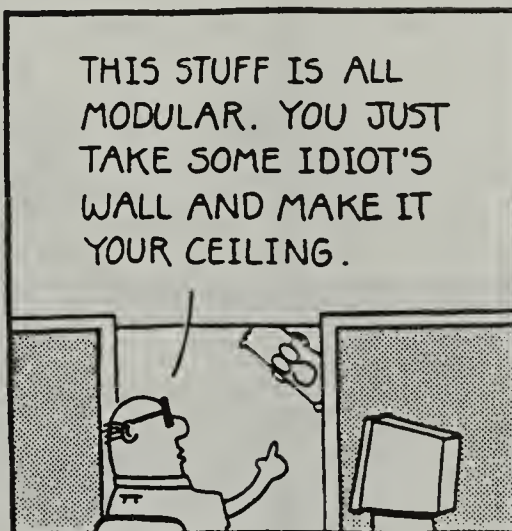
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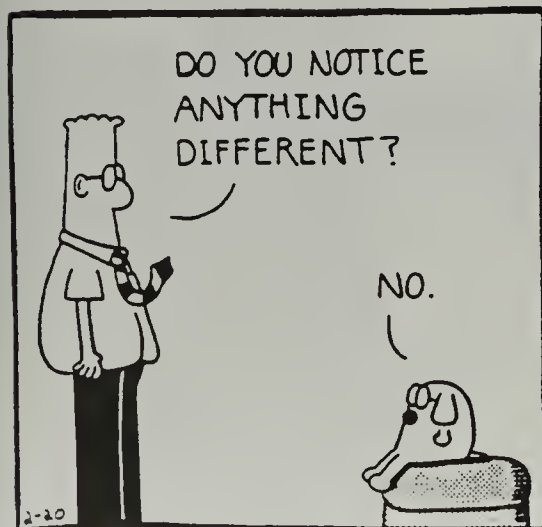
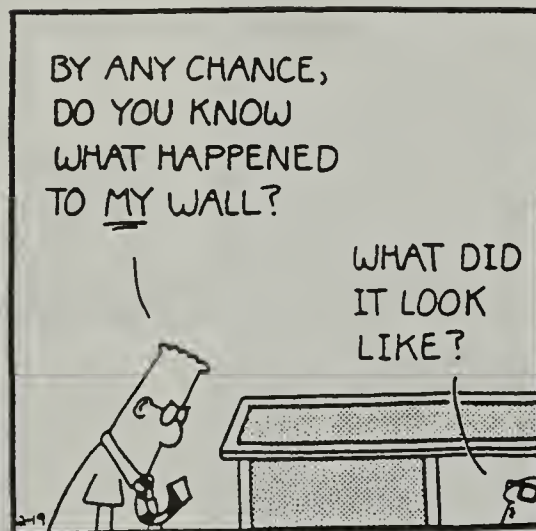
2-18



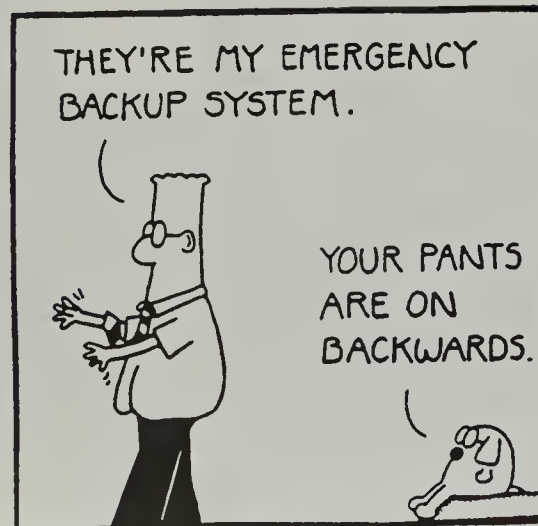
S. Adams

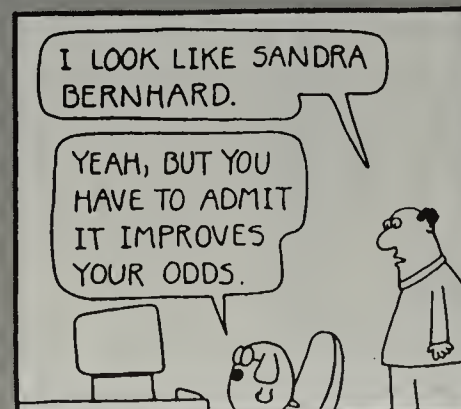
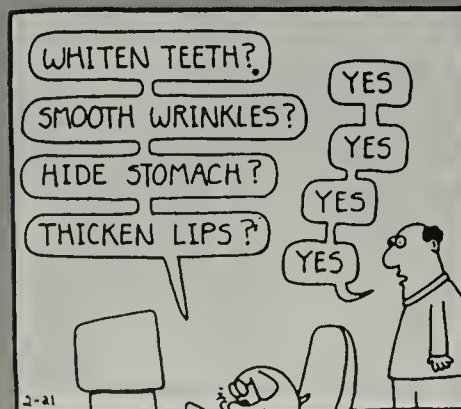
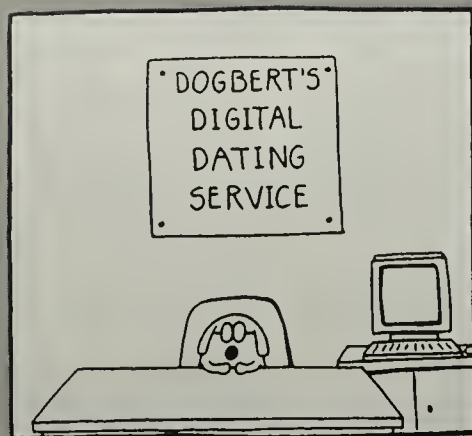


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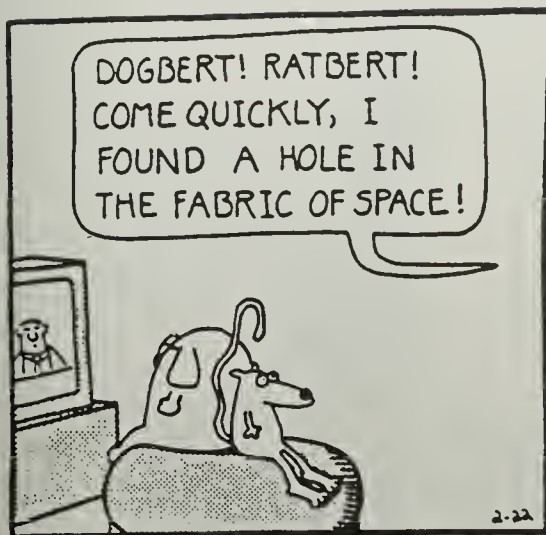
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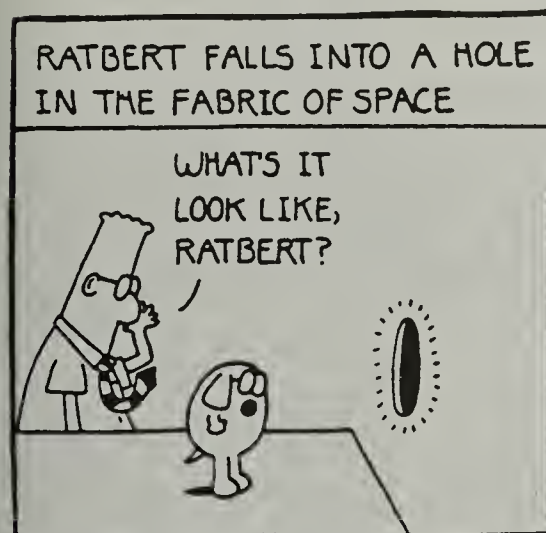
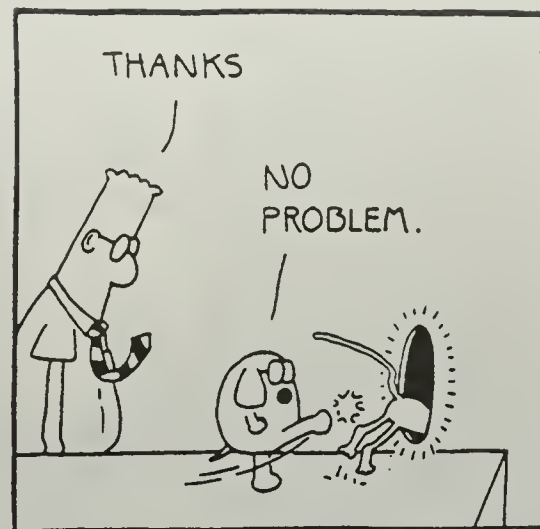


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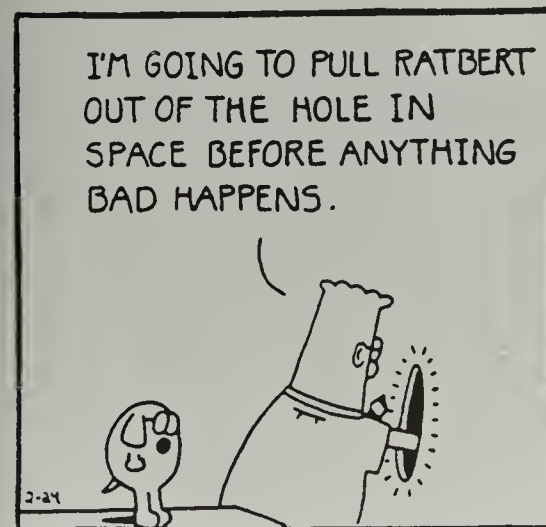




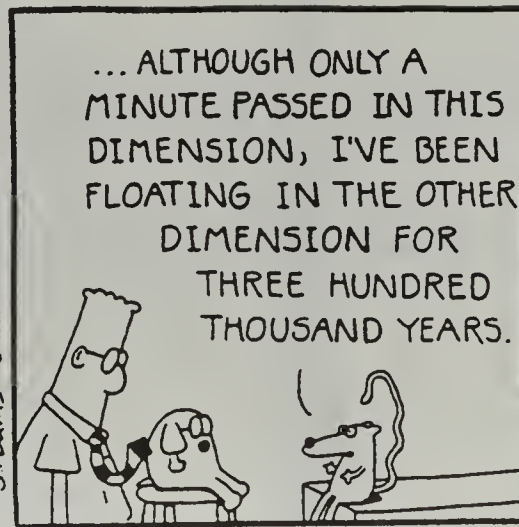
J. Adams © 1993 United Feature Syndicate, Inc.

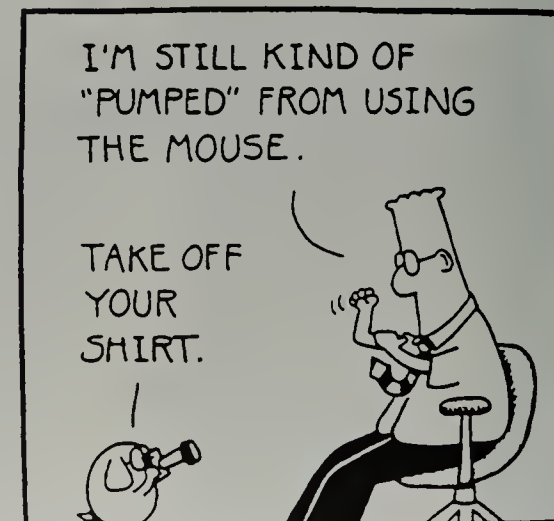
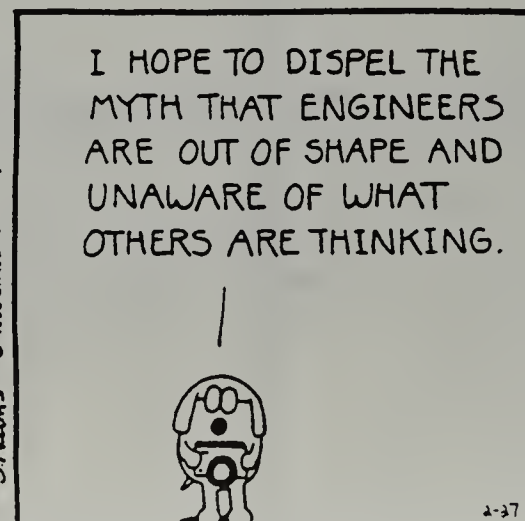
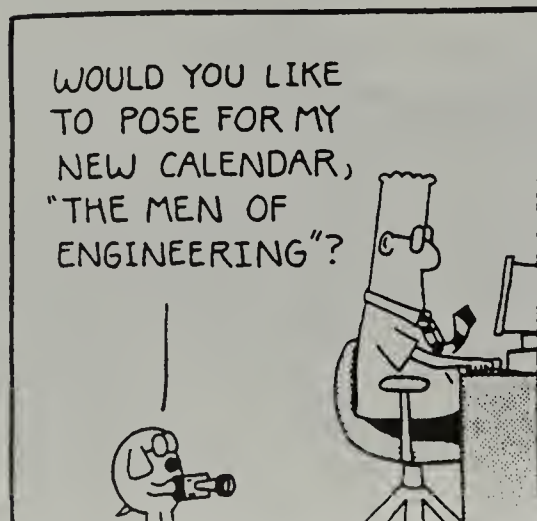
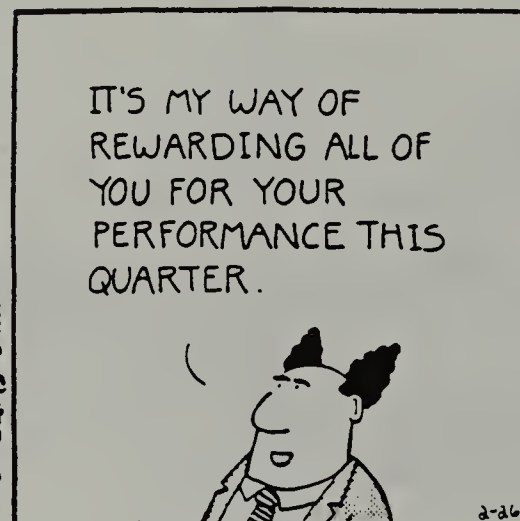
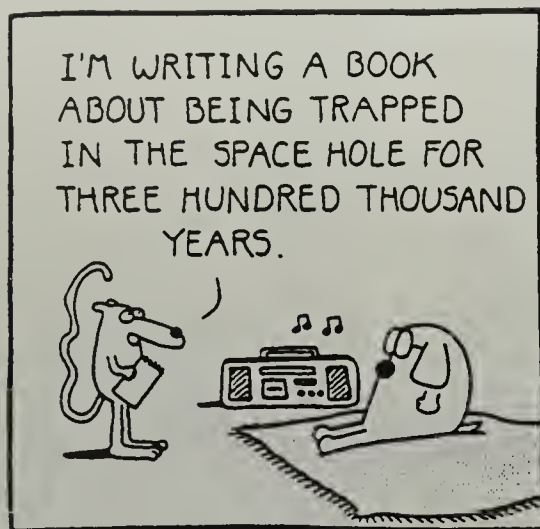


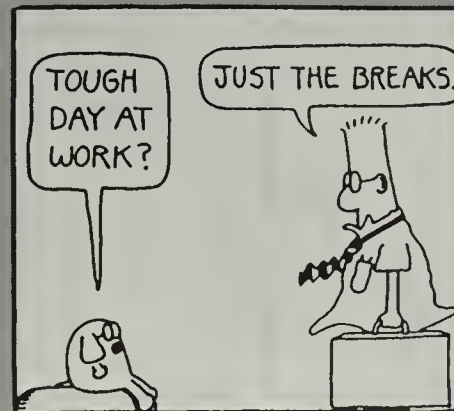
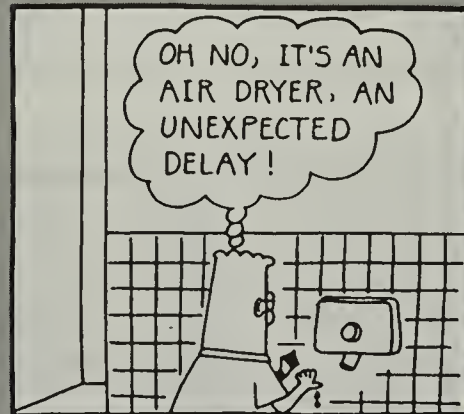
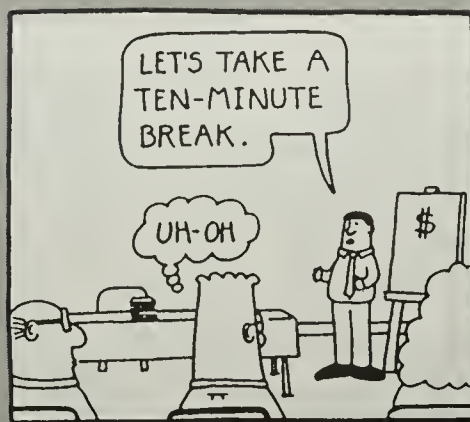
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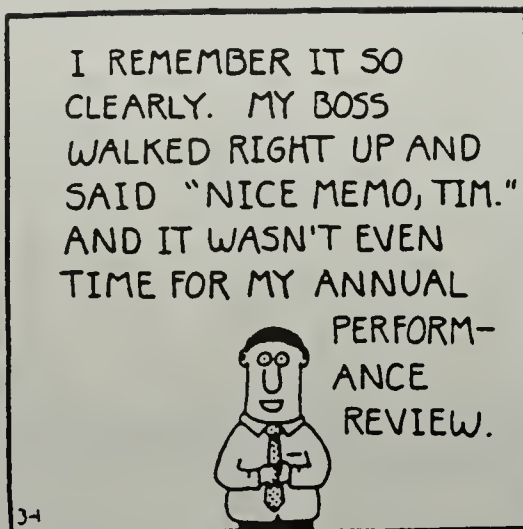




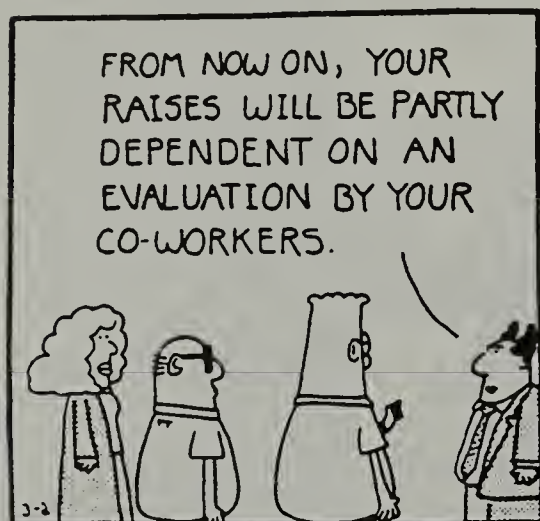
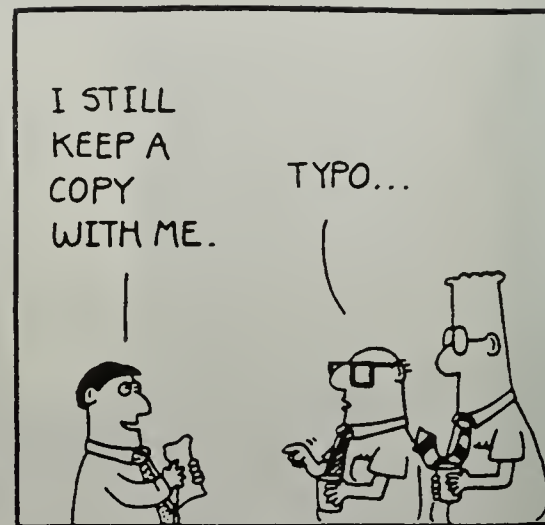




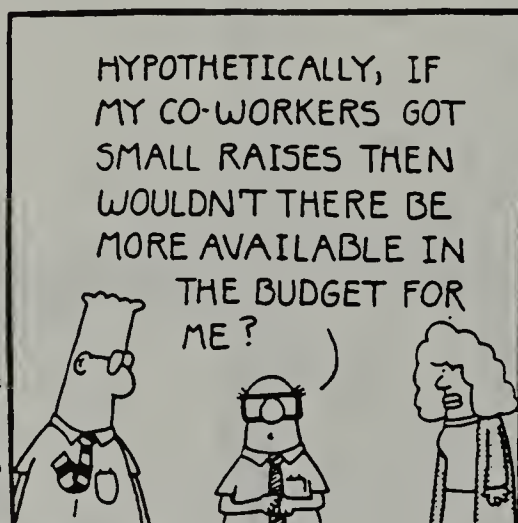
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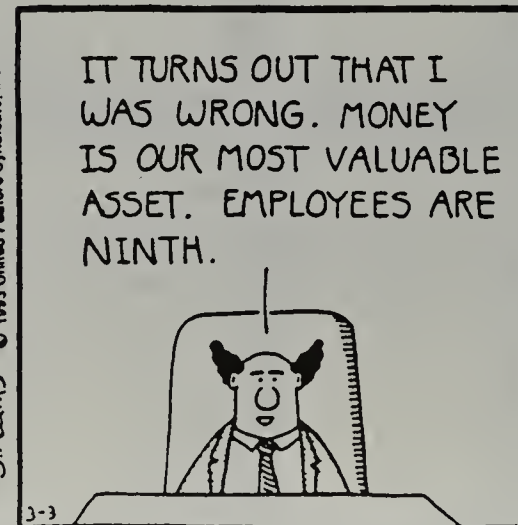
3-1



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3-3



LOOK EVERYONE,  
I'M ENGAGED!



S. Adams

HEY, IT'S ONE OF  
THOSE "NEAR DIAMOND"  
RINGS THEY WERE  
SELLING ON THE  
TV SHOPPING CHANNEL  
FOR \$29.95.



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UH... OF COURSE IT HAS  
A LIST PRICE OF OVER  
A HUNDRED DOLLARS...

OOH, GOOD  
SAVE.



GEE, LINDA, IF YOU  
DON'T MIND SOME  
CONSTRUCTIVE CRITI-  
CISM, THAT DRESS MAKES  
YOU LOOK PUDGY.

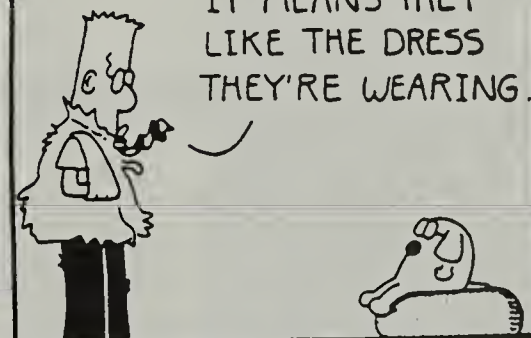


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HAAIII!!!



I STILL DON'T UNDERSTAND  
WOMEN, BUT I THINK  
WHEN THEY YELL "HAAIII"  
IT MEANS THEY  
LIKE THE DRESS  
THEY'RE WEARING.



I DON'T UNDERSTAND WHY  
PHOTOGRAPHERS TRY SO  
HARD TO GET EMBAR-  
RASSING PICTURES  
OF CELEB-  
RITIES.



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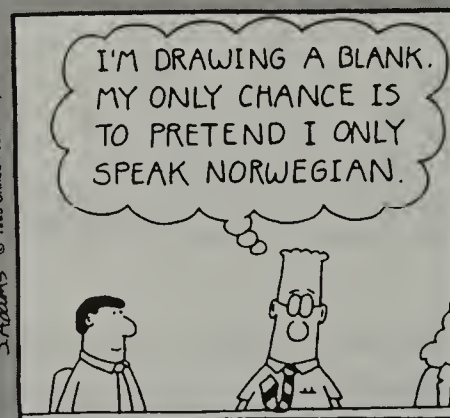
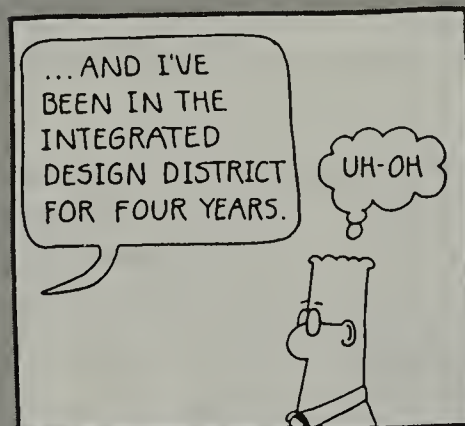
HECK, I COULD JUST SCAN  
THE CELEBRITY PHOTOS  
INTO MY COMPUTER AND  
CREATE ANY EMBARRASS-  
ING SITUATION YOU CAN  
THINK OF.



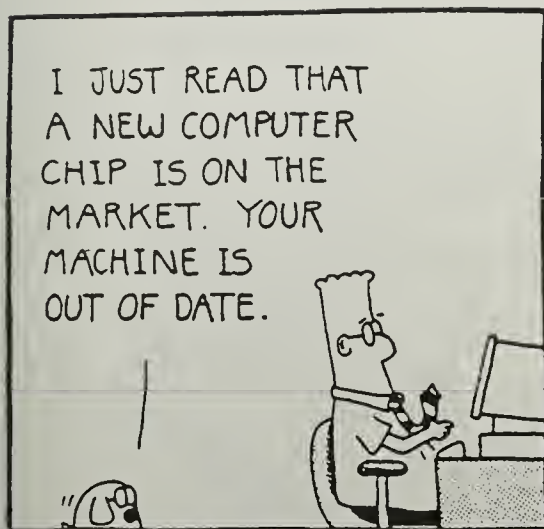
I THINK CINDY  
CRAWFORD SHOULD  
LOOK MORE  
REPULSED.

THIS IS  
BEFORE WE  
KISS.

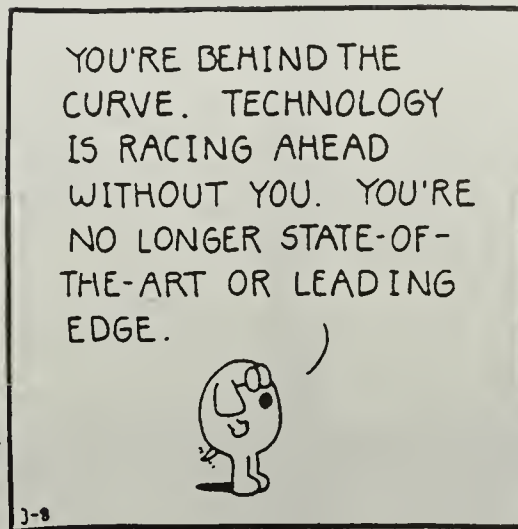








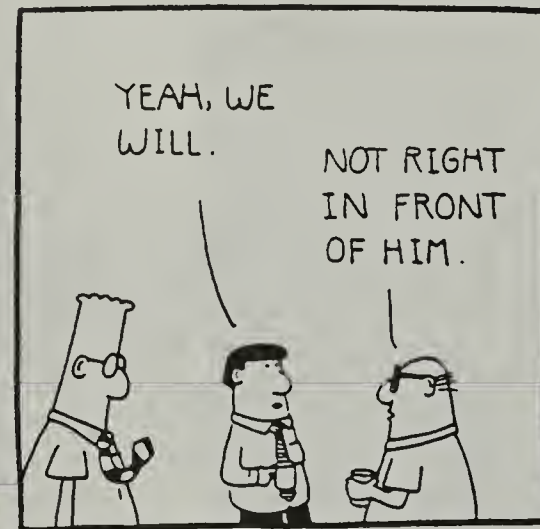
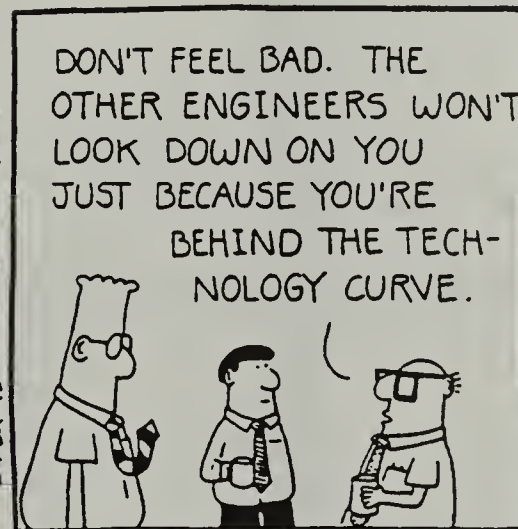
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J-8



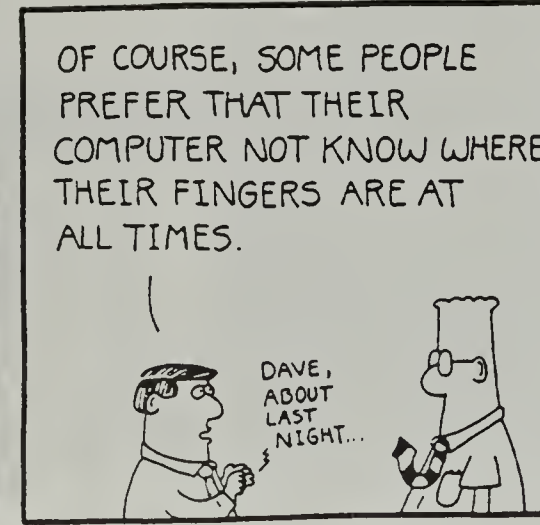
J. Adams © 1993 United Feature Syndicate, Inc.

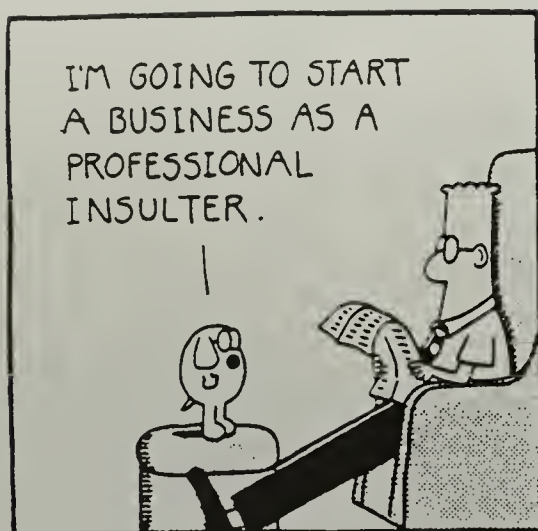


J. Adams © 1993 United Feature Syndicate, Inc.



J-10

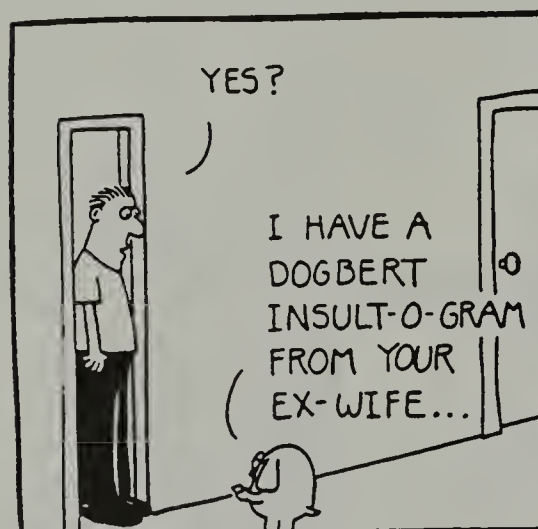
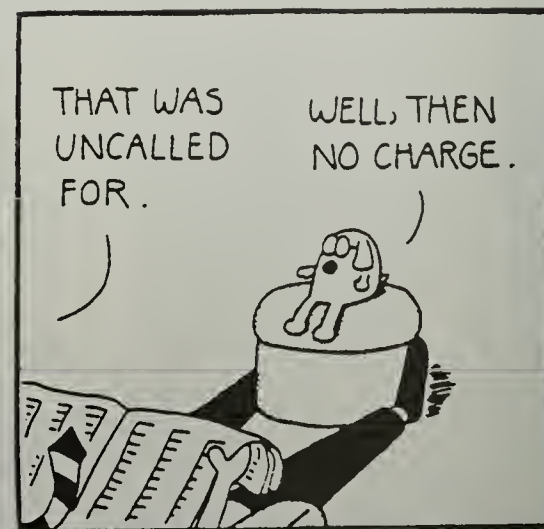




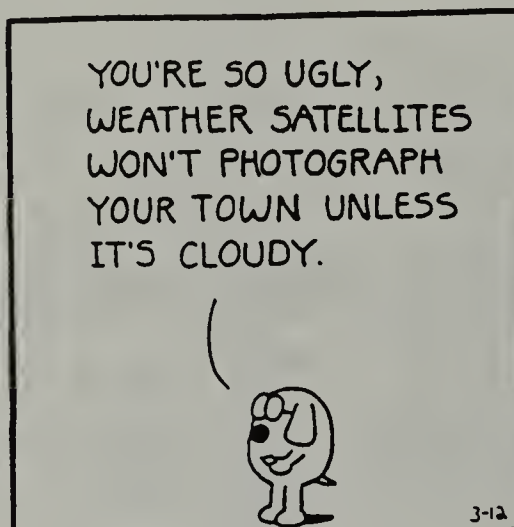
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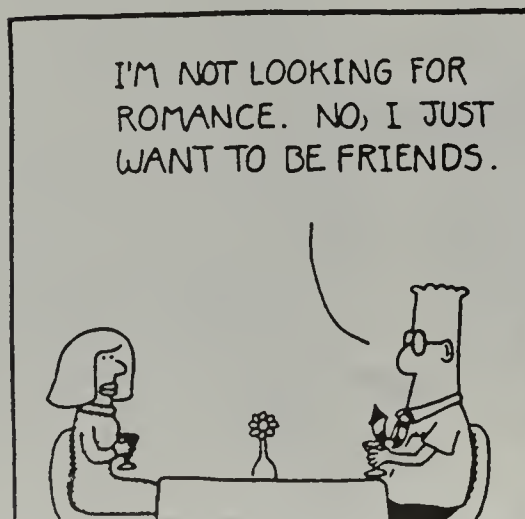
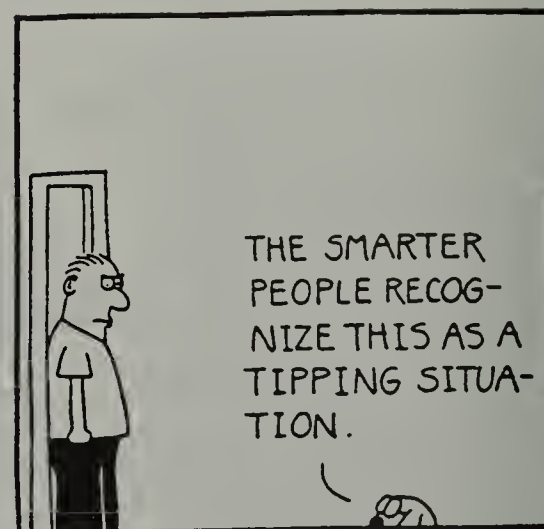
3-11



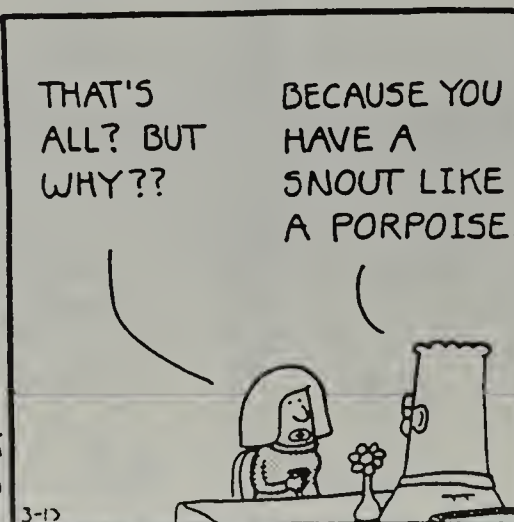
S. Adams © 1993 United Feature Syndicate, Inc.



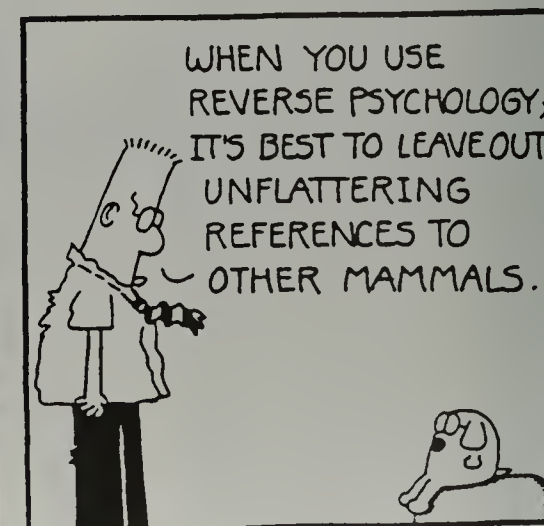
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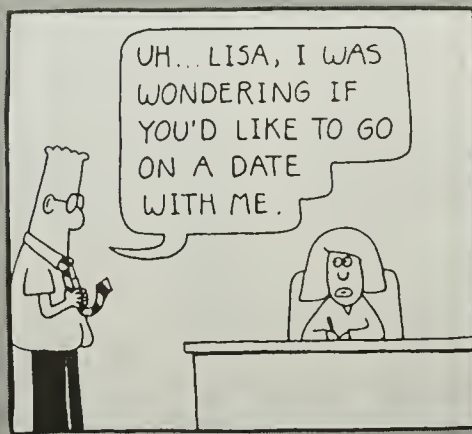


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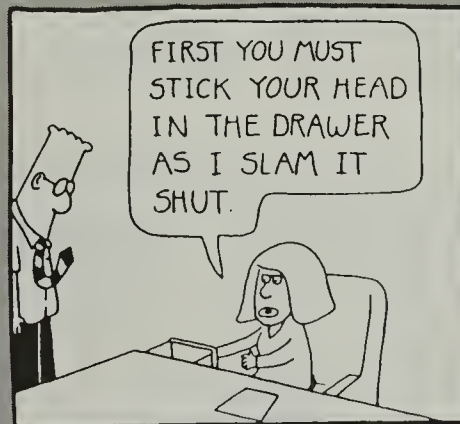
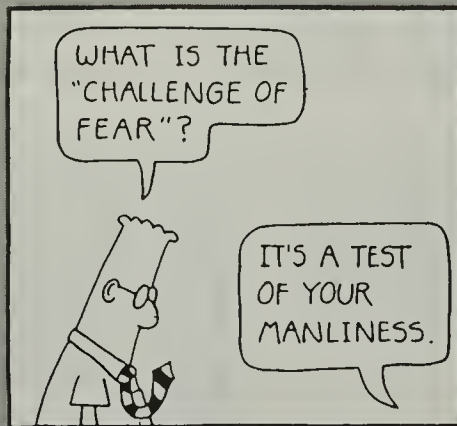


3-13

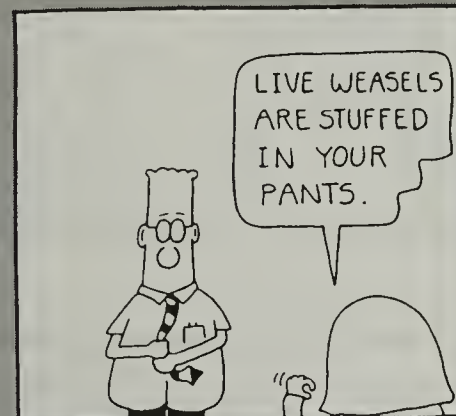




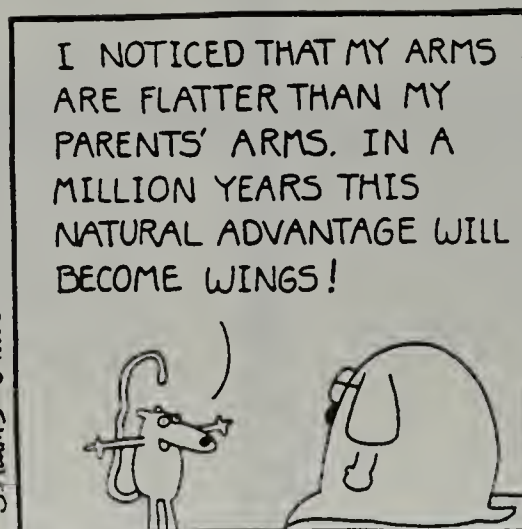
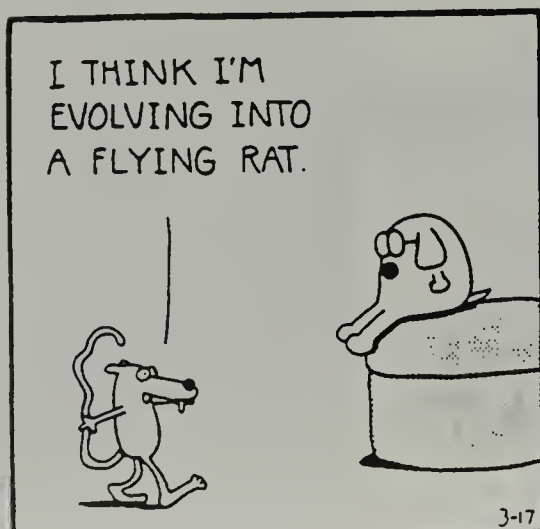
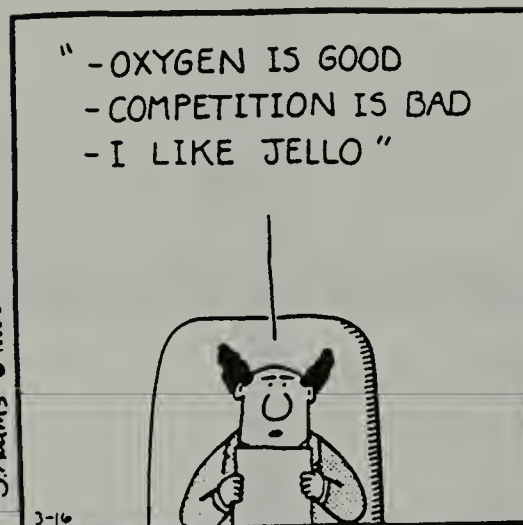
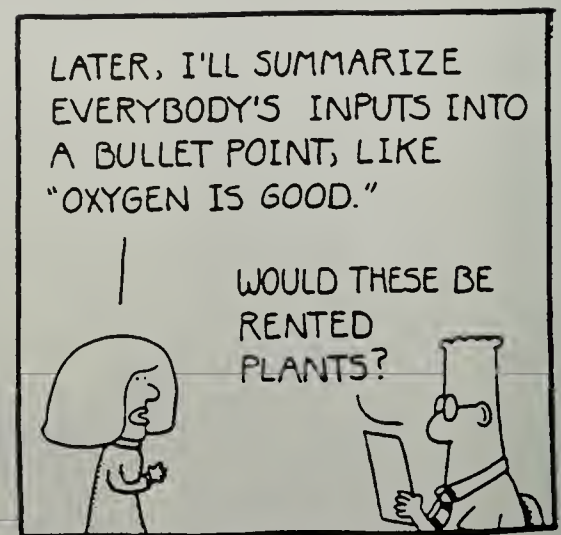
S Adams



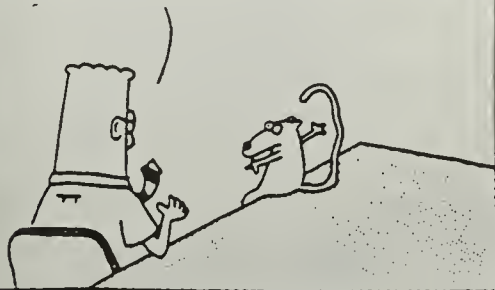
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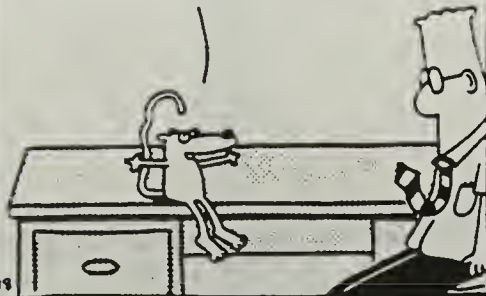


EVOLUTION TAKES MILLIONS OF YEARS, RATBERT. YOU'LL BE LONG GONE BEFORE RATS DEVELOP FLYING SKILLS.



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THAT'S WHAT THEY SAID TO THE WRIGHT BROTHERS.



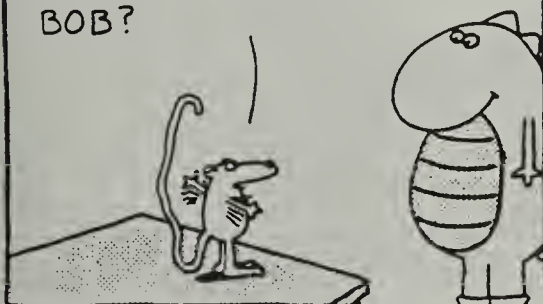
3-18

BUT THEY BUILT AN AIRPLANE.

DON'T YOU THINK THEY TRIED THIS FIRST?



DILBERT SAYS IT'S IMPOSSIBLE TO FLY BY FLAPPING YOUR ARMS. IS HE RIGHT, BOB?



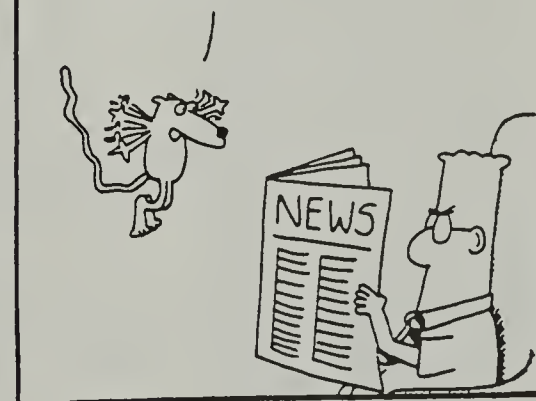
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IT JUST DEPENDS HOW HARD YOU FLAP.



3-19

IT MUST BE EMBARRASSING TO BE YOU.



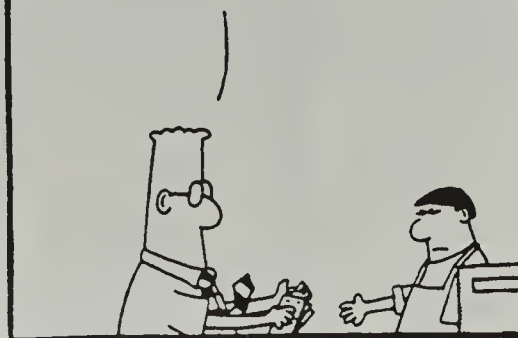
THAT'S \$1.89



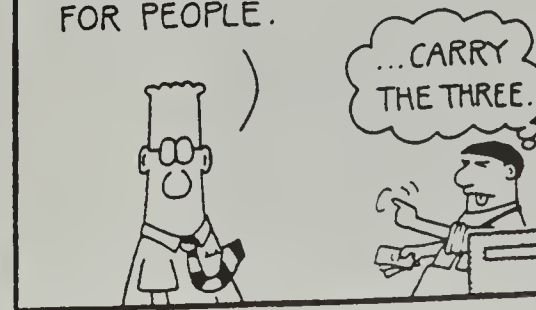
3-20

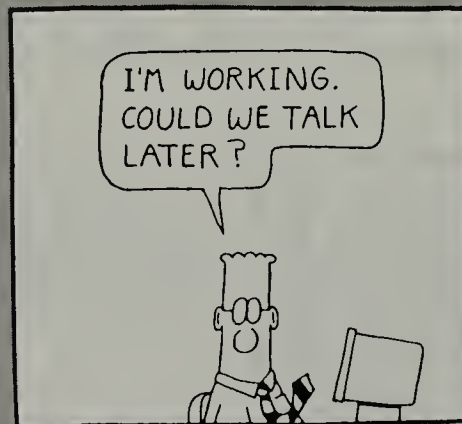
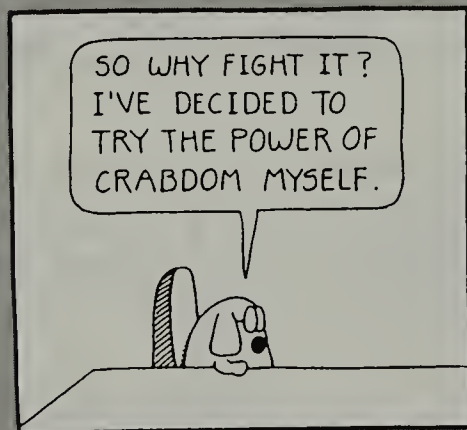
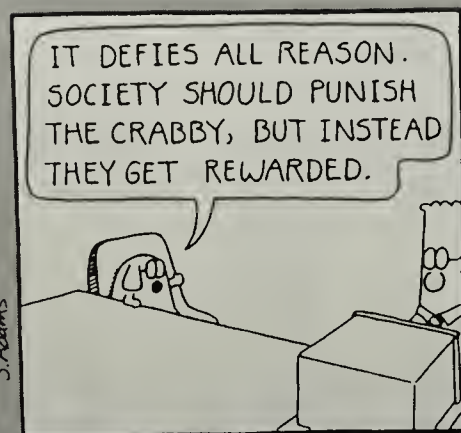
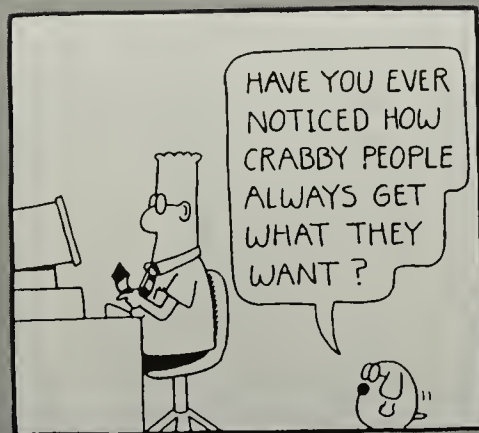
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JUST FOR SIMPLICITY, I'LL GIVE YOU \$7.14

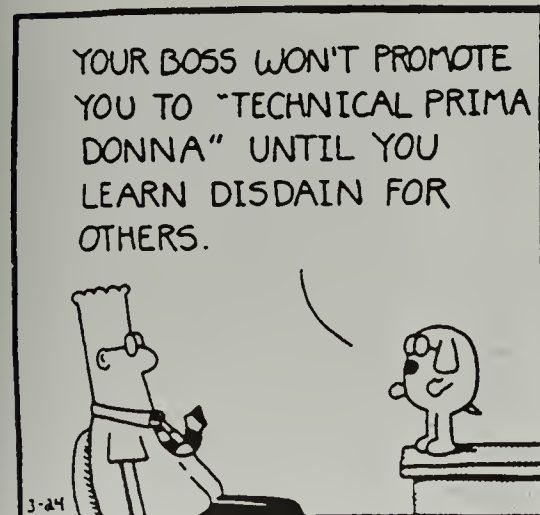
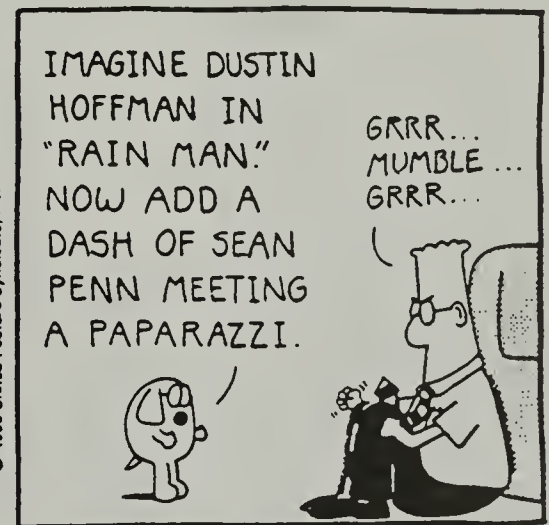
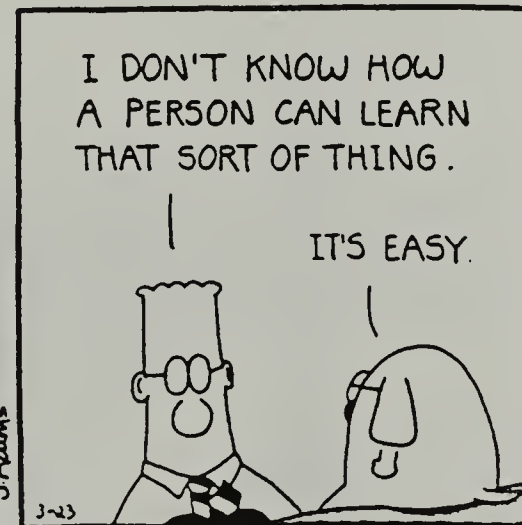
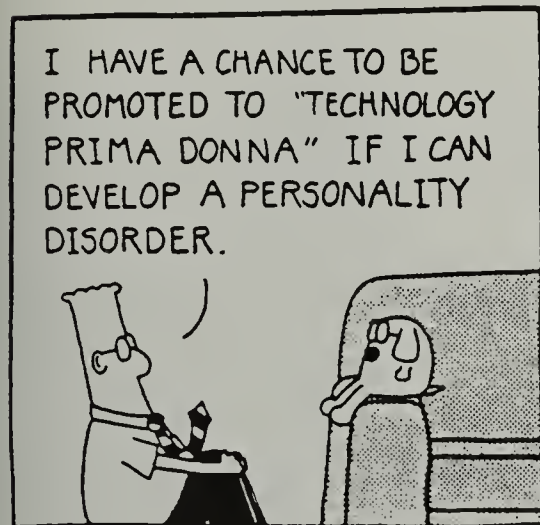
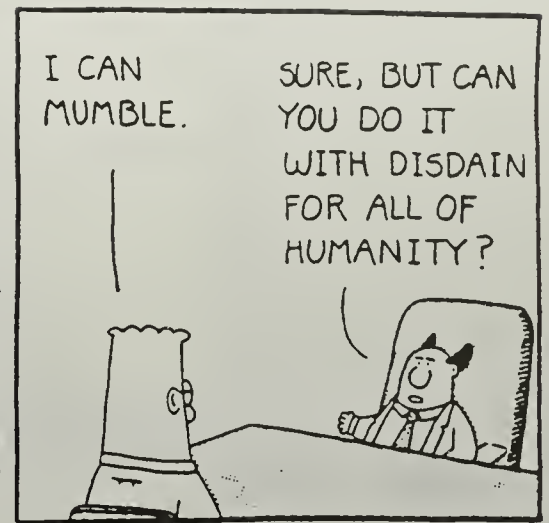
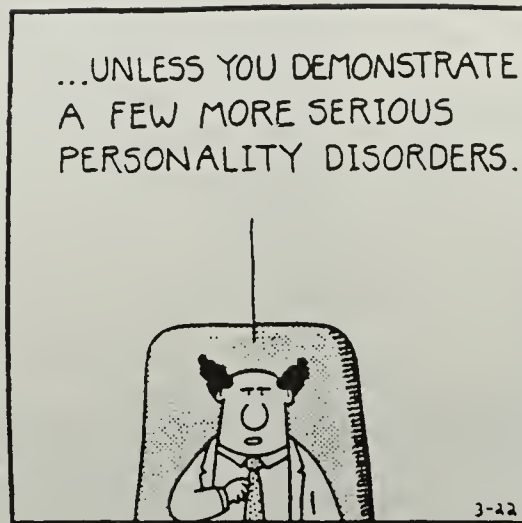
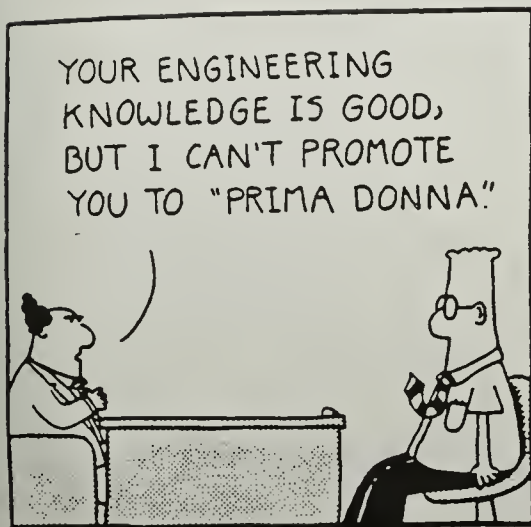


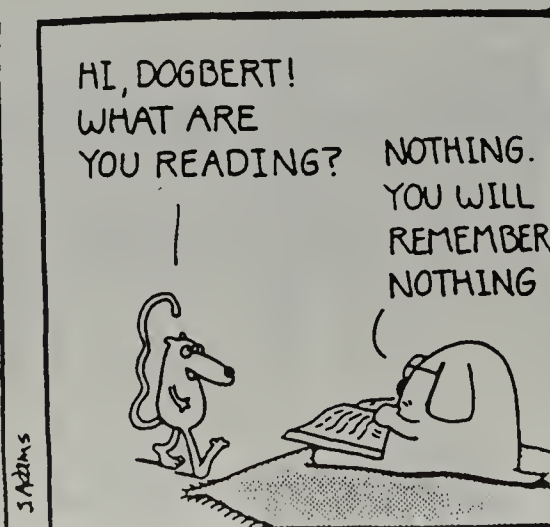
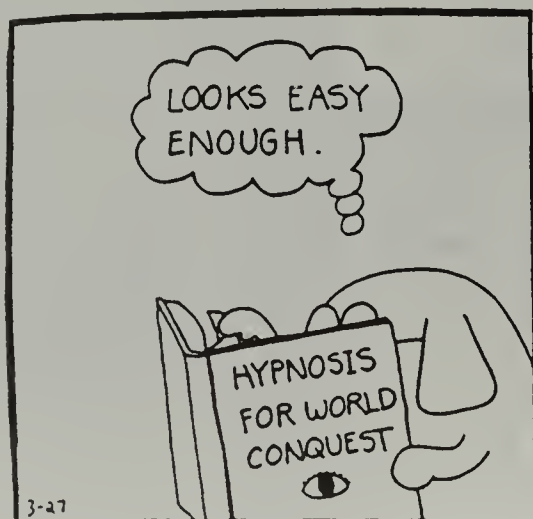
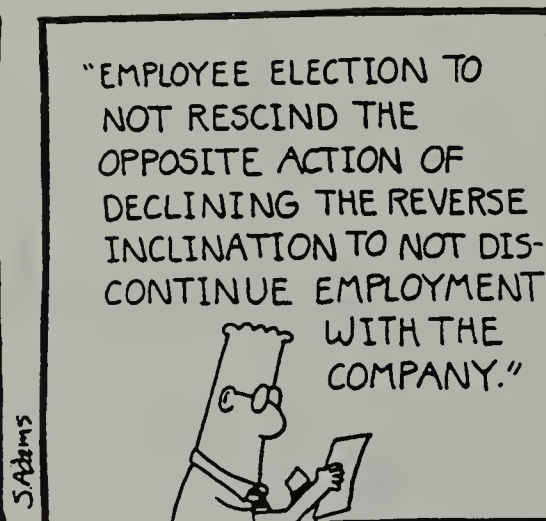
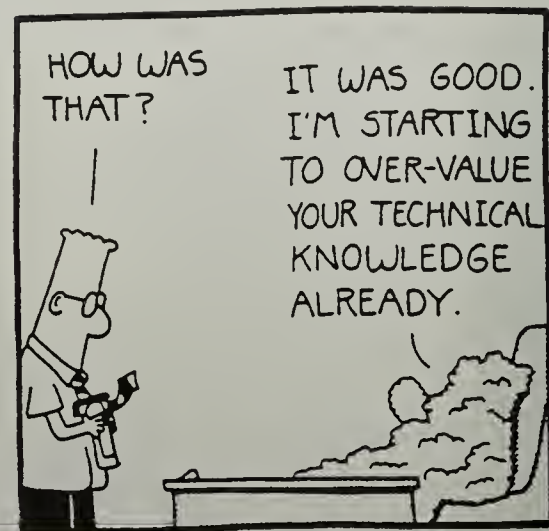
AS AN ENGINEER, I FEEL A PROFESSIONAL RESPONSIBILITY TO MAKE THINGS EASY FOR PEOPLE.

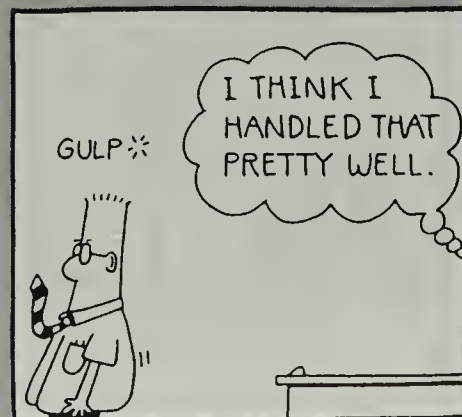




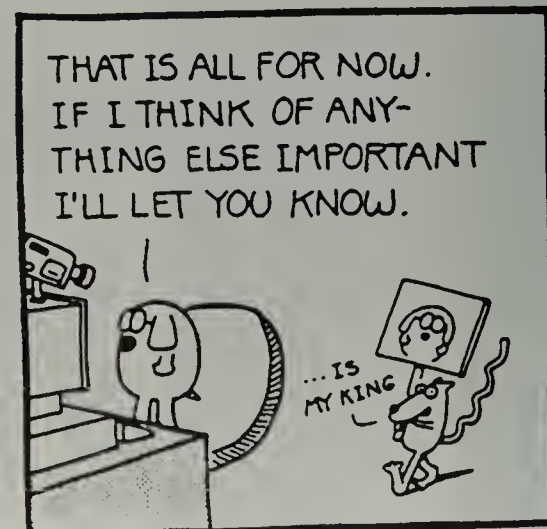
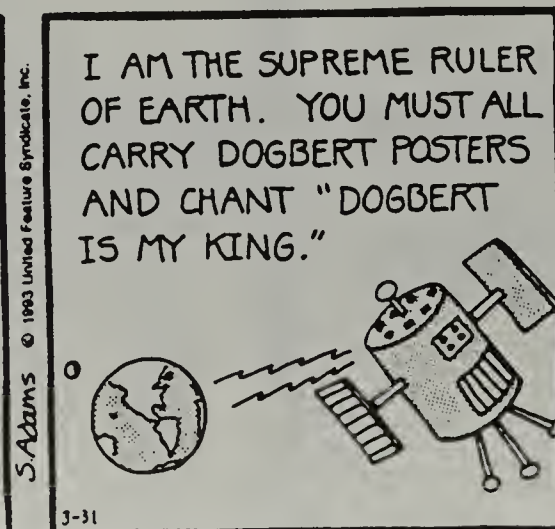
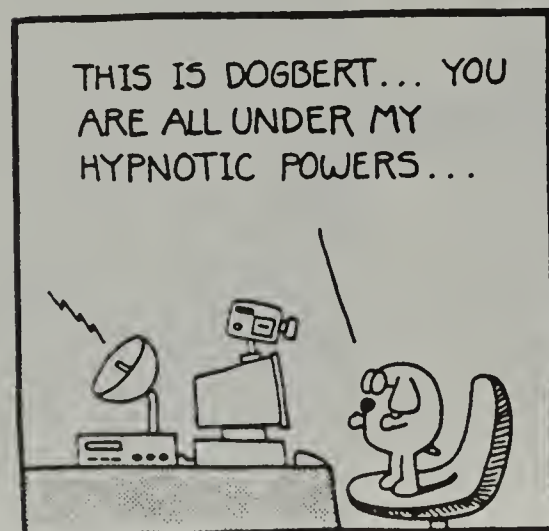
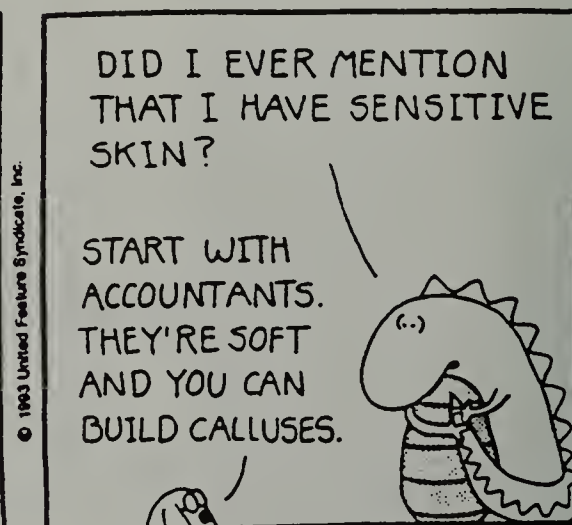
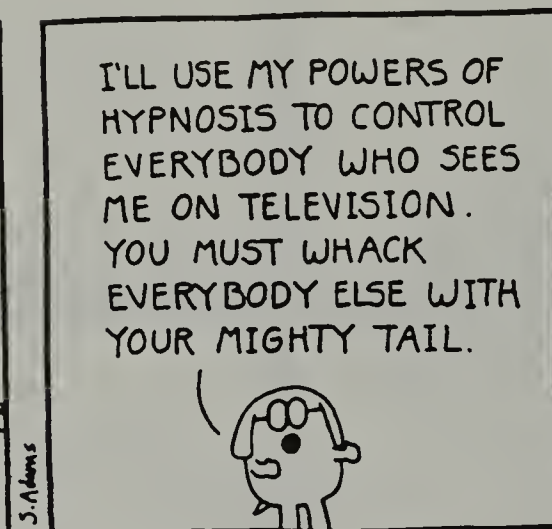
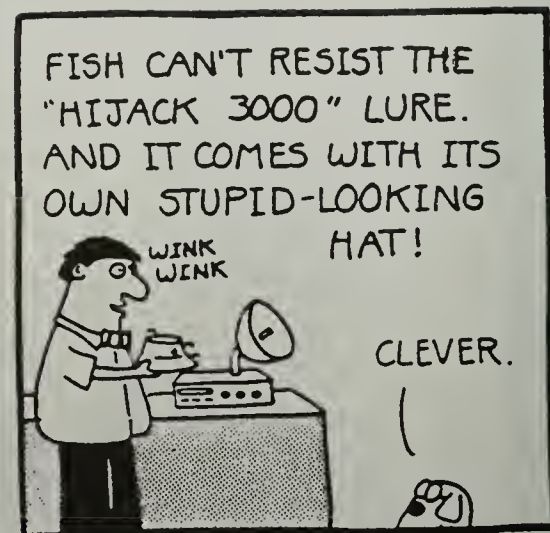
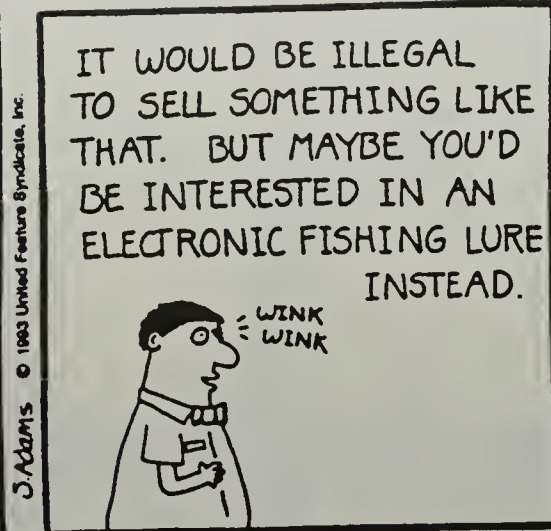
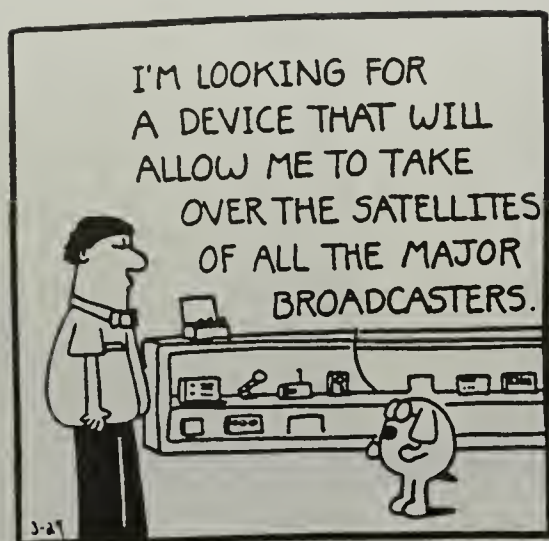






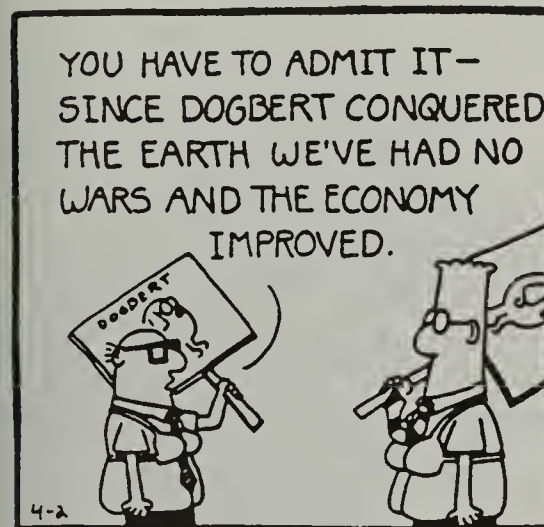
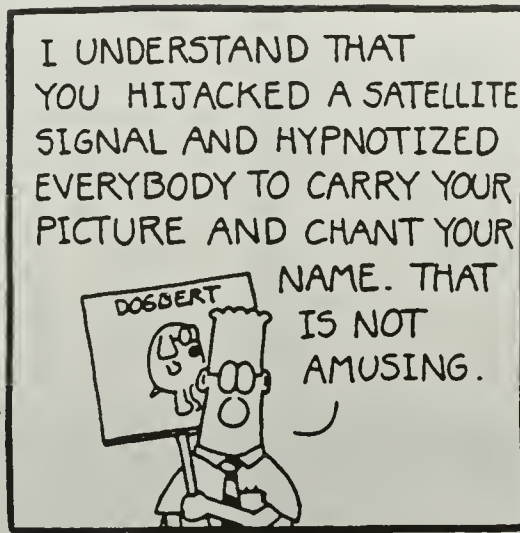




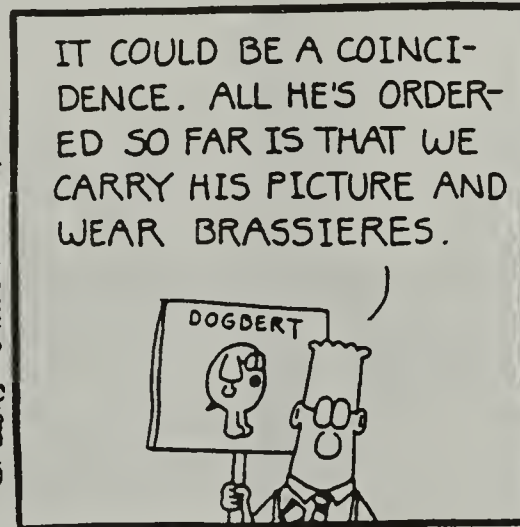




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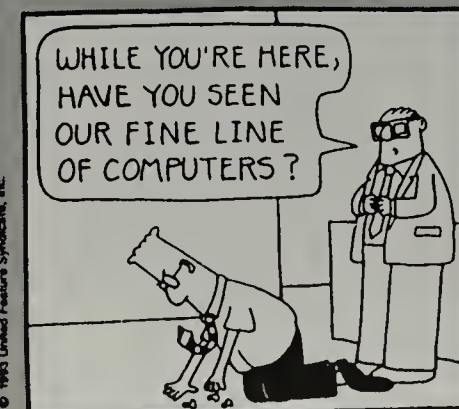
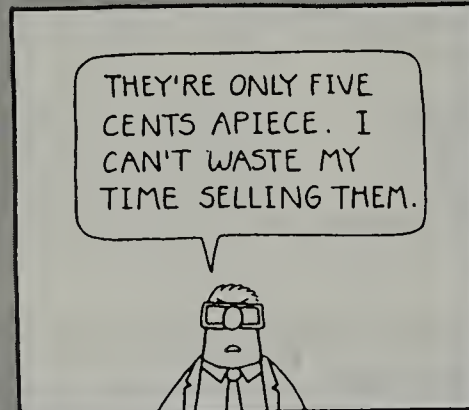
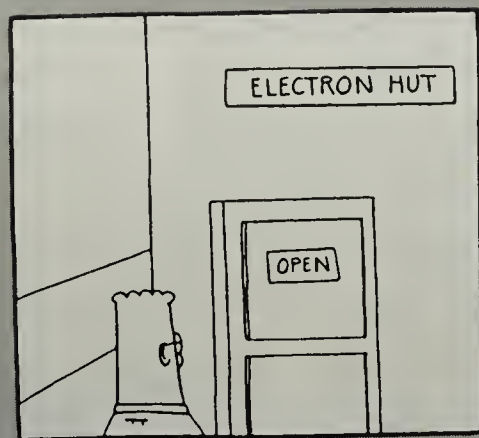
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SADAMS

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IS IT POSSIBLE THAT YOU'RE  
PREJUDICED AGAINST RATS  
BECAUSE YOU ONCE HAD  
A BAD  
EXPERIENCE  
WITH A  
RAT?

4-5

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JUST OUT OF CURIOSITY,  
WHAT WOULD BE A  
GOOD EXPERIENCE WITH  
A RAT?

I BELIEVE  
I'VE BEEN  
INSULTED!

THAT WAS  
KIND OF A  
GOOD EXPERI-  
ENCE.

DOGBERT  
SAYS THAT  
"ABSENCE  
MAKES THE  
HEART GROW  
FONDER."

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I'M GOING TO HIDE  
IN YOUR WASTE  
BASKET UNTIL MY  
ABSENCE MAKES YOU  
FOND OF ME.

IT'S A SUBTLE CHANGE  
AT FIRST... TAKE  
YOUR TIME.

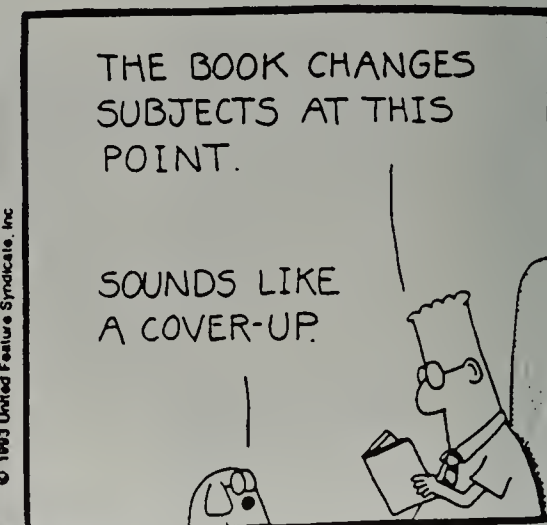
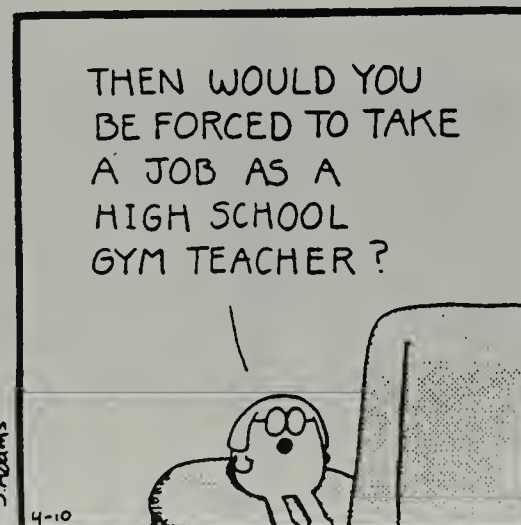
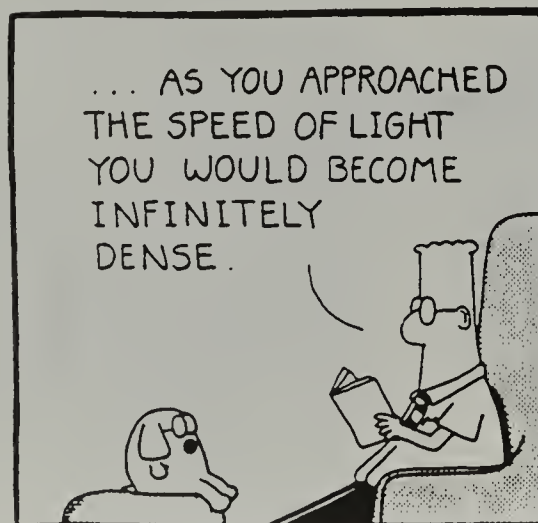
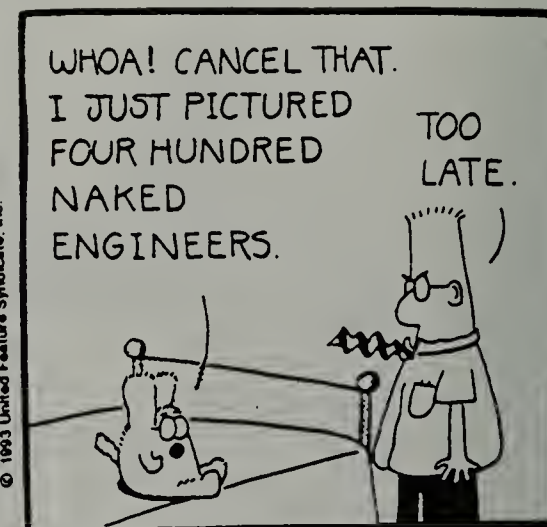
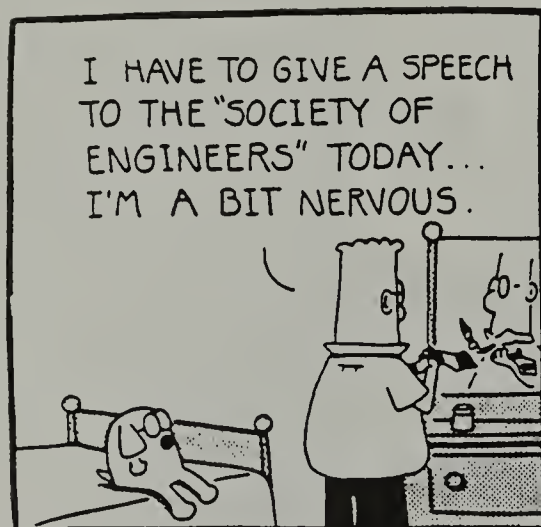
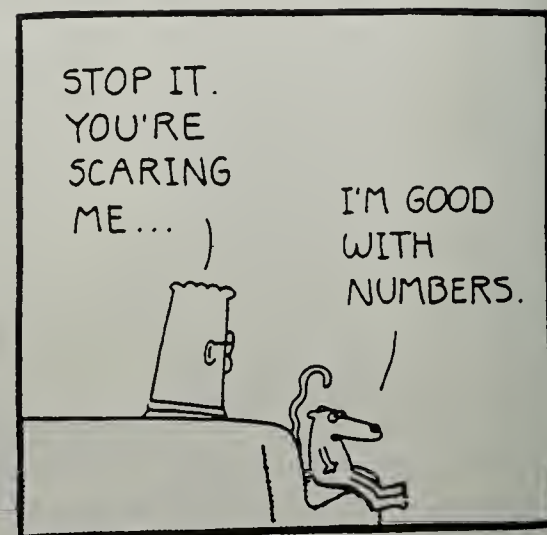
4-6

I WAS WONDERING  
IF WE'RE A  
DYSFUNCTIONAL  
FAMILY.

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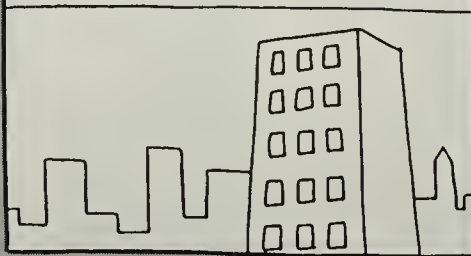
YOU'RE NOT A FAMILY  
MEMBER. YOU'RE A  
RAT WHO WON'T GO  
AWAY.

SUDDENLY I HAVE  
THE URGE TO ROB  
A CONVENIENCE  
STORE.





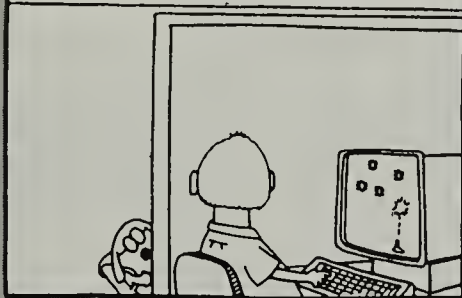
A SMALL BAND OF THE CREATURES WERE KNOWN TO LIVE HIGH IN AN ARTIFICIAL STRUCTURE.



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



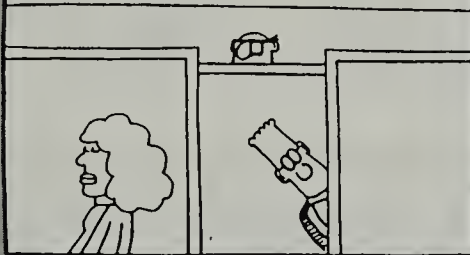
THE YOUNGER MALES WERE AT PLAY. THEY BECAME SELF-CONSCIOUS WHEN WATCHED.



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



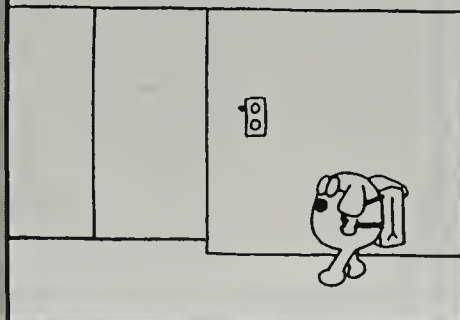
THERE WERE FEW FEMALES IN THE GROUP. THE LESS DOMINANT MALES HAD NO CHANCE OF MATING.



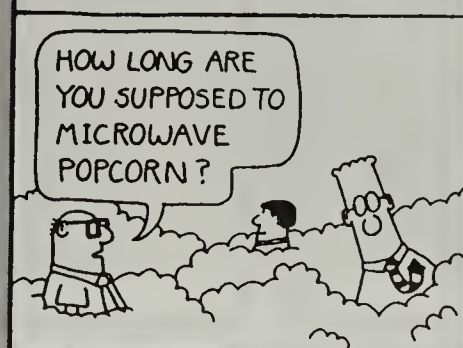
UNLIKE OTHER SPECIES THEY HAD NO INSTINCT FOR GROOMING.



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



ENGINEERS IN THE MIST



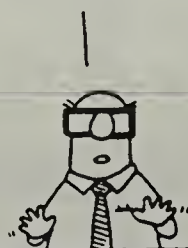


DON'T GET TOO CLOSE--  
I FOUND OUT THAT MY  
BALDNESS IS CAUSED BY  
TOO MUCH TESTOSTERONE.



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NOW WITH MY HAIR  
GONE I'M AFRAID THE  
TESTOSTERONE WILL  
START FLINGING OUT  
OF MY PORES.



4-12

HEY! YOU GOT  
SOME ON MY  
SHIRT!

DO YOU  
HAVE A  
PROBLEM  
WITH THAT?



BEING BALD ISN'T SO  
BAD. WITH ALL THIS  
TESTOSTERONE, MEN  
WILL FEAR ME AND  
WOMEN WILL DESIRE  
ME.



4-13

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TAKE A HIKE, FUZZY.  
SHE'S MINE NOW.



I DO FIND  
YOU STRANGELY  
ATTRACTIVE.

TESTOSTER-  
ONE; YOU'RE  
HELPLESS.



GEE, WALLY, YOU SURE HAVE  
BEEN POPULAR WITH WOMEN  
SINCE THE TESTOSTERONE  
STARTED SPEWING FROM  
YOUR HEAD.



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IT'S AMAZING... I EVEN  
BOUGHT A PICKUP TRUCK  
AND A RIFLE SO I CAN  
HUNT AFTER WORK.



WHAT DO  
YOU HUNT  
AROUND  
HERE?

PIGEONS ARE  
THE MOST  
CONVENIENT...  
DON'T EVEN  
HAVE TO GET OUT  
OF THE TRUCK.



MAYBE IT'S BECAUSE OF MY HIGH TESTOSTERONE LEVELS, BUT I COULDN'T RESIST GETTING MY PICKUP JACKED UP.



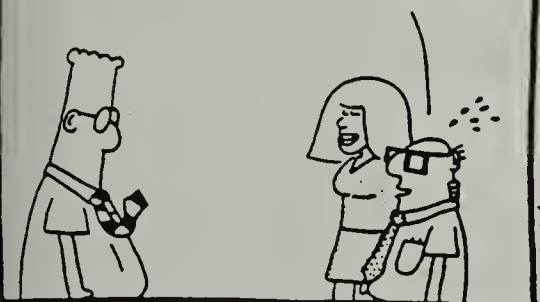
I THOUGHT IT WOULD BE MORE FRIGHTENING TO THE PEOPLE I TAILGATE.



THE ONLY PROBLEM IS THAT YOU CAN'T LET PEOPLE SEE YOU TRYING TO GET IN IT.



LIFE HAS BEEN GREAT SINCE THE TESTOSTERONE STARTED SPEWING FROM MY HEAD.



IT LOOKS LIKE THE FLOW IS STOPPING.



WAIT-A-MINUTE. WHY WAS I TOUCHING YOU?

I HOPE YOU WON'T BE SHALLOW ABOUT THIS.

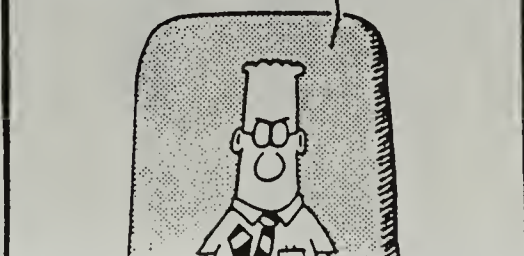


...AND PEOPLE WHO DON'T BOTHER TO VOTE HAVE NO RIGHT TO COMPLAIN.

WHY NOT?



WHY NOT? IT'S OBVIOUS. NO VOTE MEANS NO RIGHT TO COMPLAIN. YOU CAN'T GET MUCH MORE LOGICAL THAN THAT.

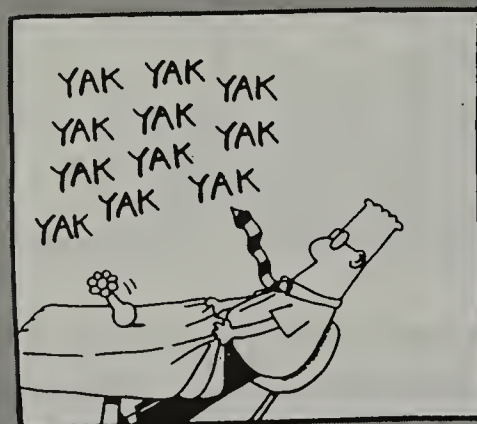
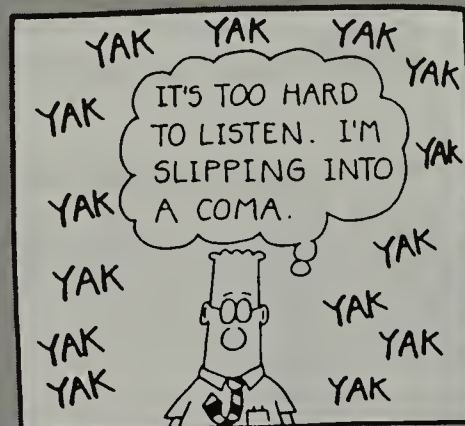
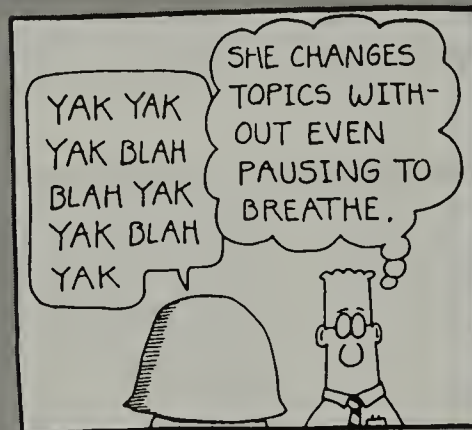
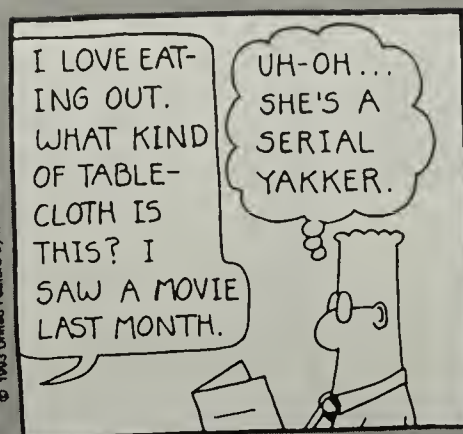
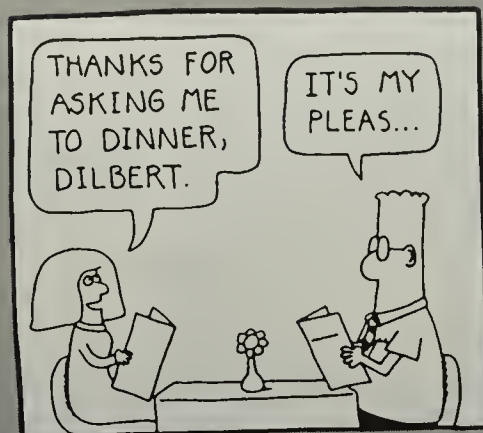


BESIDES, THAT'S HOW I WAS RAISED.

YOU WERE RAISED BY BUMPER STICKERS?





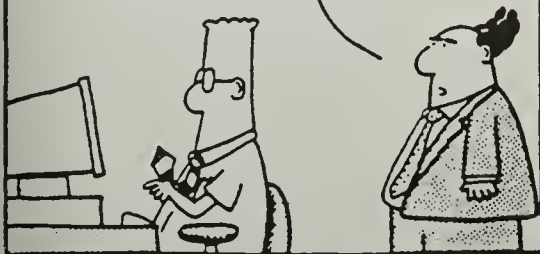


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THE LOCAL SCHOOL WANTS SOMEBODY TO TALK TO THE KIDS ABOUT A CAREER AS AN ENGINEER.



SADAMS

I'M GIVING THIS PLUM ASSIGNMENT TO YOU BECAUSE YOU'RE SUCH A GOOD ROLE MODEL.



4-19

IT'S MORE SINCERE SOUNDING WHEN YOU DON'T GIGGLE.

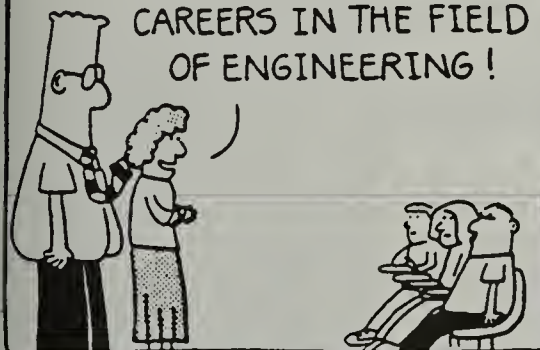


REMEMBER, CHILDREN ARE OUR FUTURE!



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DILBERT HAS AGREED TO TALK TO THE CLASS ABOUT EXCITING CAREERS IN THE FIELD OF ENGINEERING!



SADAMS

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



4-20

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



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DILBERT TALKS TO A CLASS ABOUT CAREER OPTIONS.

ENGINEERING IS ONE OF THE BEST CAREERS AVAILABLE.



SADAMS

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



4-21

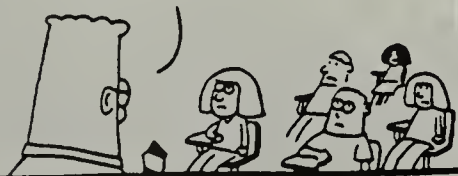
I SPEND MOST OF MY TIME HOPING THE ELECTROMAGNETIC FIELDS FROM MY OFFICE EQUIPMENT AREN'T KILLING ME.



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DILBERT TALKS TO A CLASS ABOUT CAREER OPTIONS.

AND DON'T FORGET THE SOCIAL LIFE THAT COMES WITH BEING AN ENGINEER.



Scot Adams

NINETY PERCENT OF ALL ENGINEERS ARE GUYS, SO IT'S A BONANZA OF DATING OPPORTUNITIES FOR THE LADIES WHO ENTER THE FIELD.



4-22

FOR THE MEN, THERE ARE THESE LITTLE VIDEO GAME DEVICES...



WOULD I BE ALLOWED TO DATE A NON-ENGINEER?



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DILBERT TALKS TO A CLASS ABOUT CAREER OPTIONS.

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



Scot Adams

ENGINEERS PREFER TO WORK AS "CONSULTANTS" ON PROJECT TEAMS. THAT WAY THERE'S NO REAL WORK, BLAME IS SPREAD ACROSS THE GROUP, AND YOU CAN CRUSH ANY IDEA FROM MARKETING!



4-23

... AND SOMETIMES YOU GET FREE DONUTS JUST FOR SHOWING UP!



GET OUT OF MY CLASSROOM.



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LOOK WHAT I GOT FOR MY COMPUTER! IT'S A ROMOSTATIC REAL-TIME DATA COMPRESSION PROCESSOR!



Scot Adams

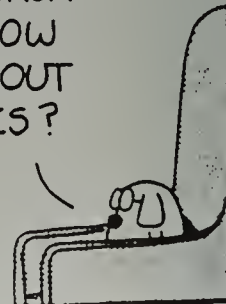
OOOH... I CAN'T WAIT TO PLUG YOU IN, MY LITTLE DARLING. I'VE WAITED SO LONG.



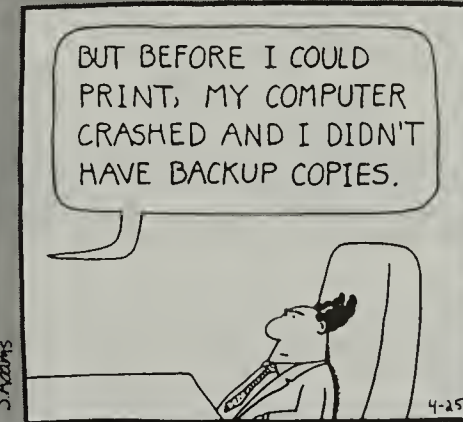
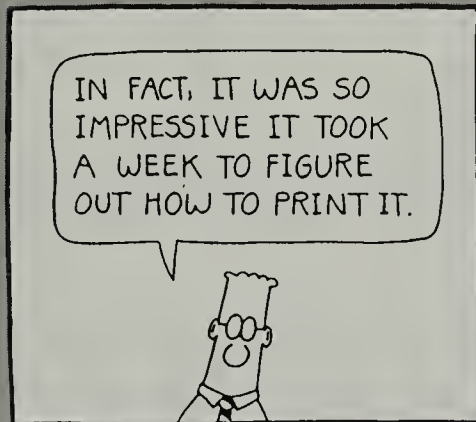
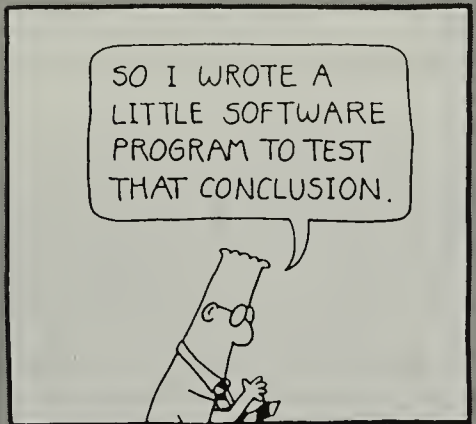
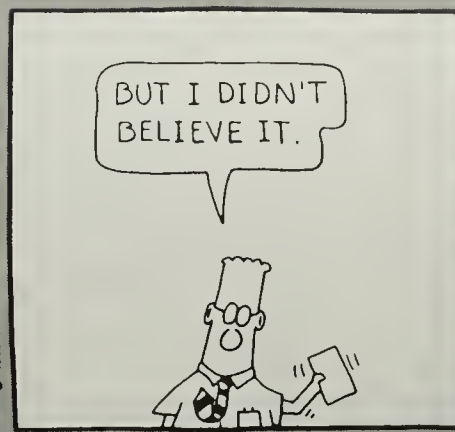
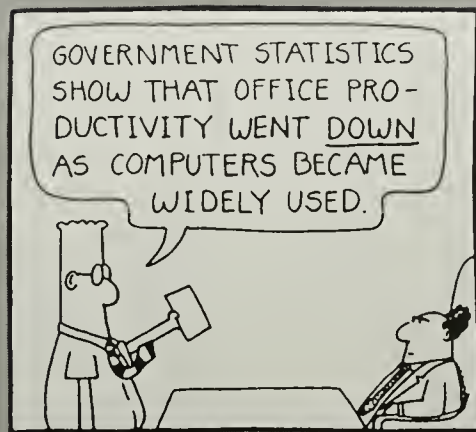
4-24

OH YES! YES!

DOES THE CHURCH KNOW ABOUT THIS?



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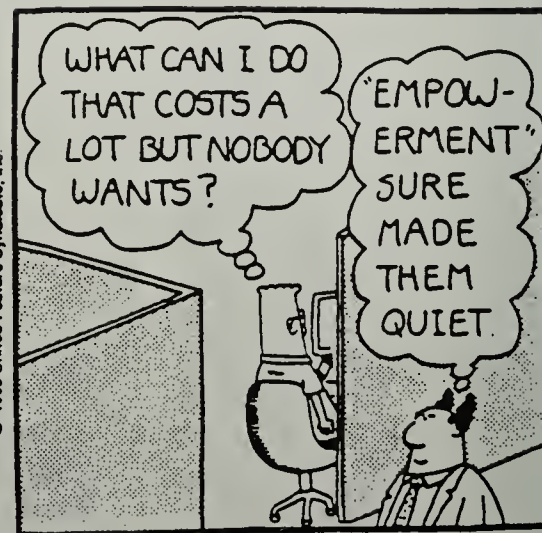




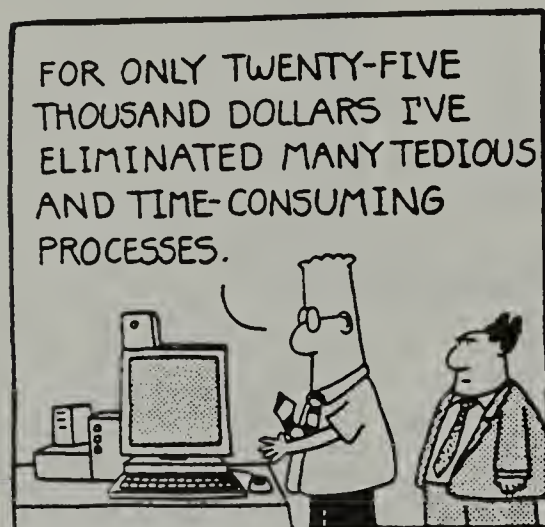
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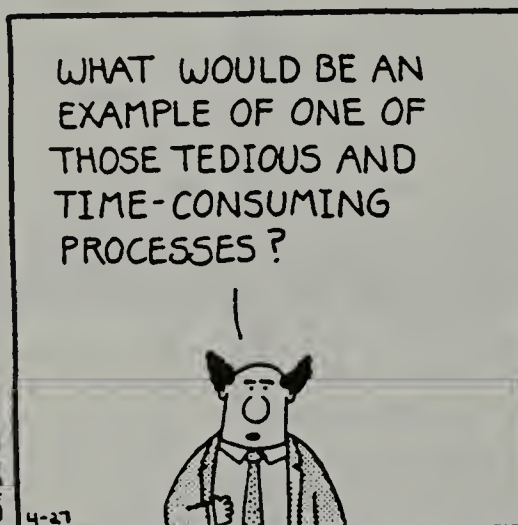
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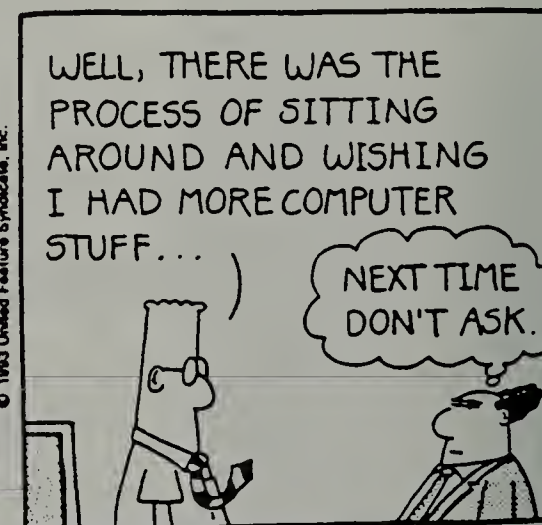
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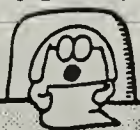


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I'M GOING TO  
START-UP A  
TELEVISION NEWS  
NETWORK THAT  
ONLY REPORTS  
HAPPY STORIES.



IN SPORTS, FIFTY PERCENT  
OF THE TEAMS WON THEIR  
GAMES YESTERDAY. AND  
ALL THE PLAYERS ARE  
MILLIONAIRES - MOST OF  
WHOM HAVE NO SERIOUS  
DRUG PROBLEMS.



OUR PERSON OF THE WEEK  
IS DARRYL, WHO, DESPITE  
HIS TINY BRAIN, FOUND  
SUCCESS  
THROUGH A  
LIFE OF CRIME.



### DOGBERT'S GOOD NEWS SHOW

NINE OUT OF TEN PEOPLE  
HAVE JOBS... THREE  
BILLION PEOPLE HAD A  
NICE DAY TODAY... AND  
THE FOREST HAS PLENTY  
OF OWLS.



### REGULAR NEWS SHOW

A HUGE ASTEROID COULD  
DESTROY EARTH! AND  
BY COINCIDENCE, THAT'S  
THE SUBJECT OF TONIGHT'S  
MINISERIES.



WE'LL ALL  
DIE!!

### BACK TO DOGBERT...

IN SCIENCE, RESEARCHERS  
PROVED THAT THIS SIMPLE  
DEVICE CAN KEEP IDIOTS  
OFF OF YOUR TELEVISION  
SCREEN.

CLICK



...THEN I SAID  
"WHAT ABOUT  
AN OPTICAL DISK  
FILE SERVER."



SO BORING,  
FALLING  
ASLEEP...



WHUMP

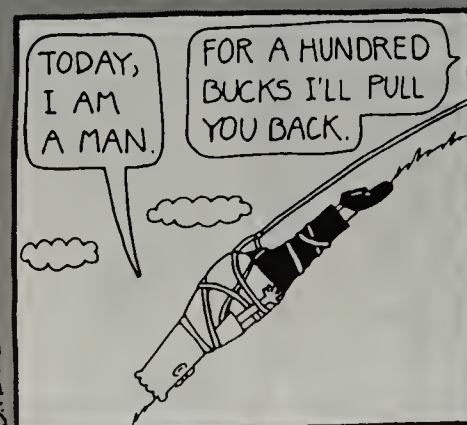
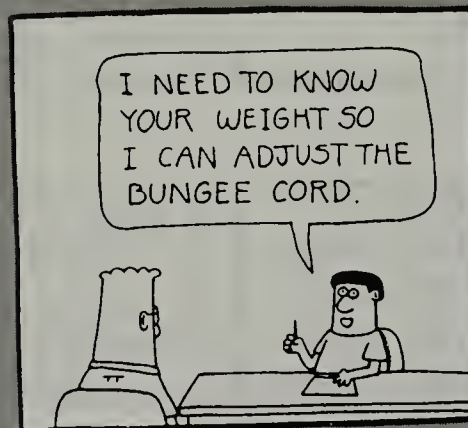
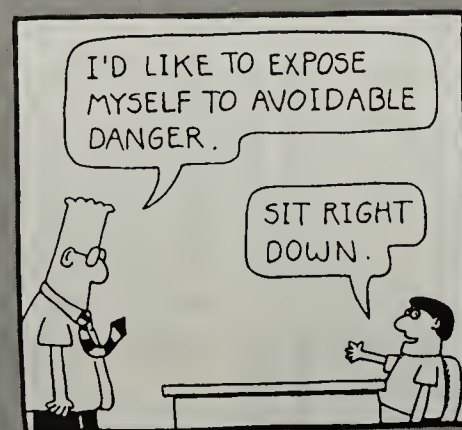
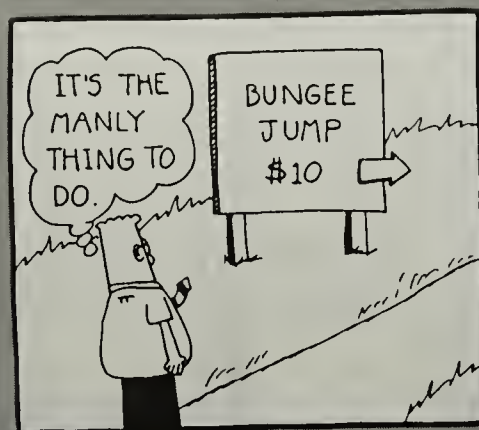
I DON'T KNOW HOW  
SHE DIED. I WAS  
TELLING HER ABOUT  
AN OPTICAL...



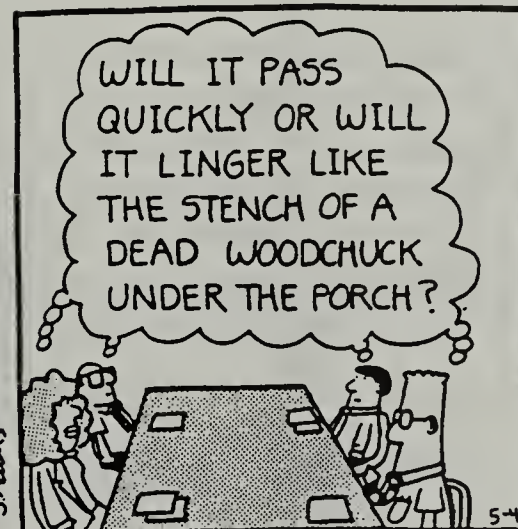
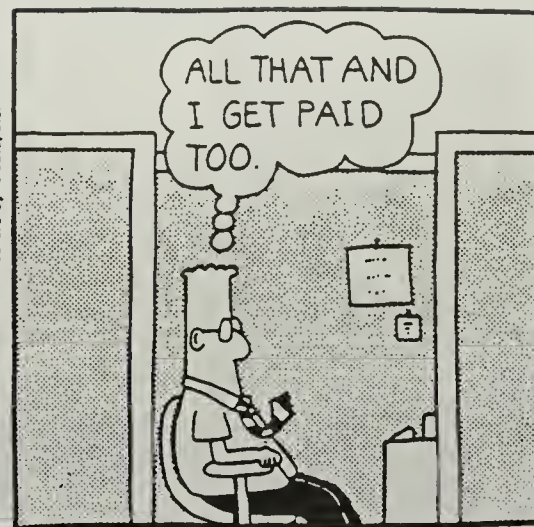
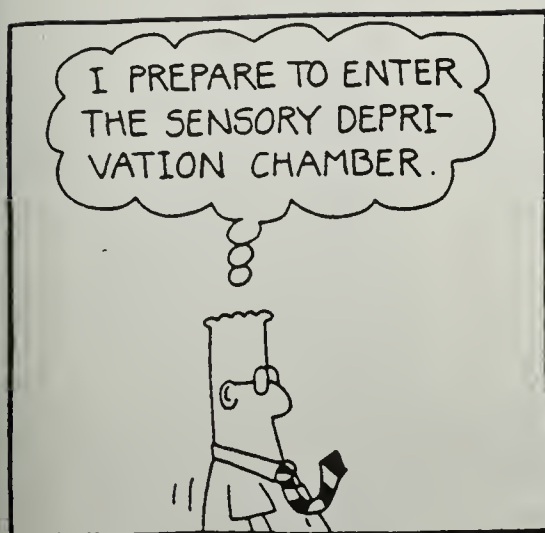
ZZZZZZ

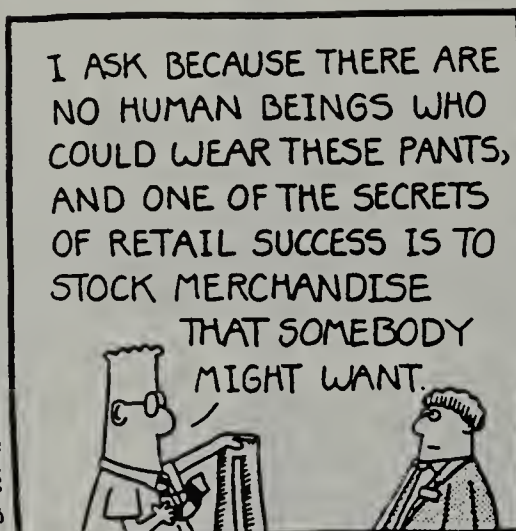
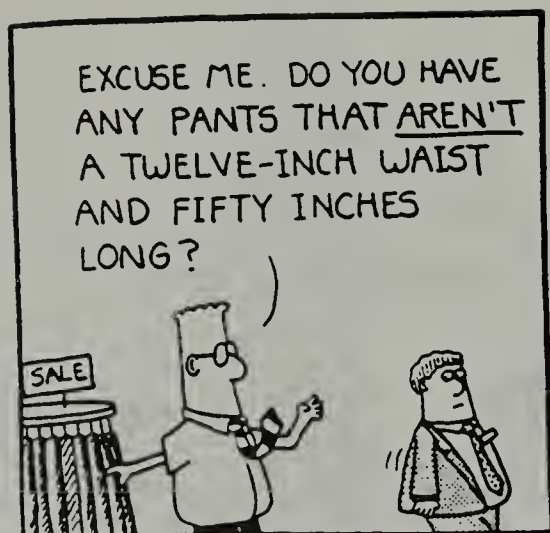
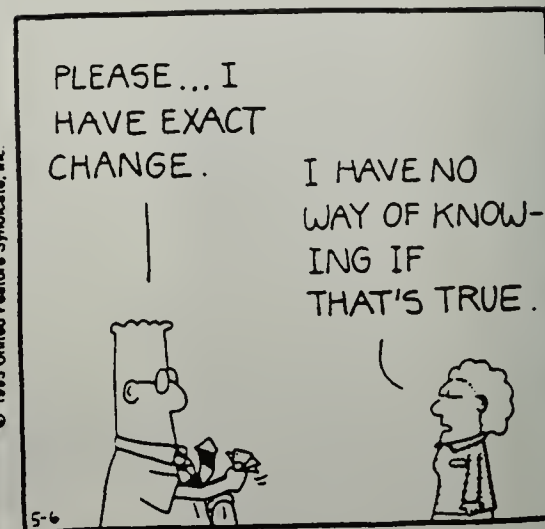
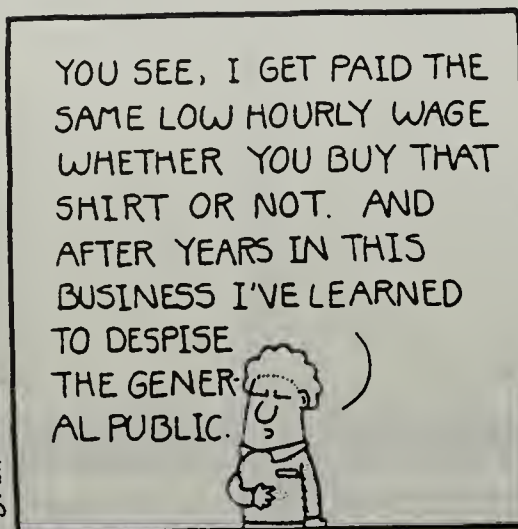




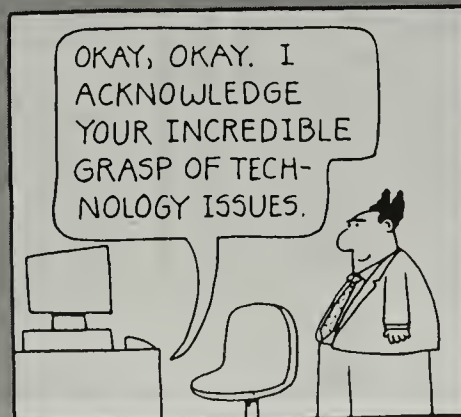
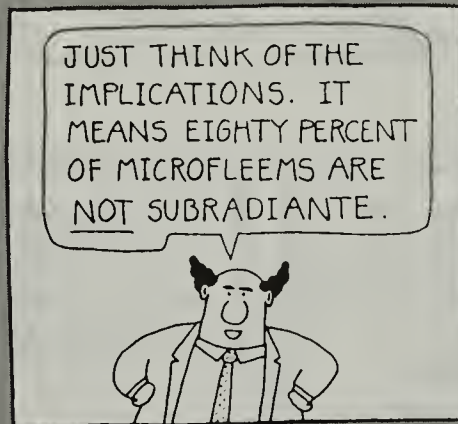
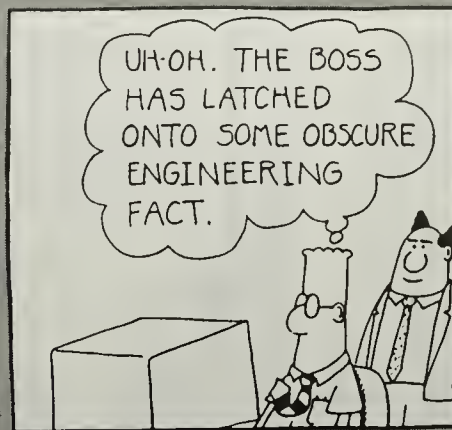
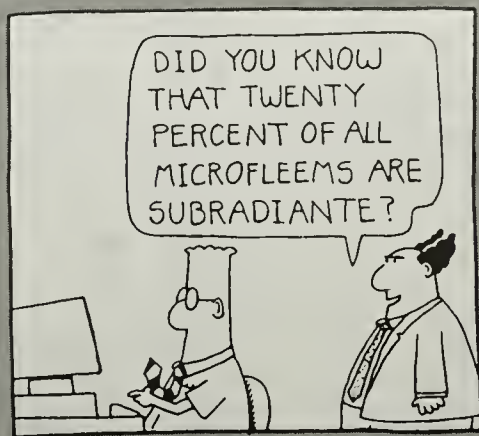




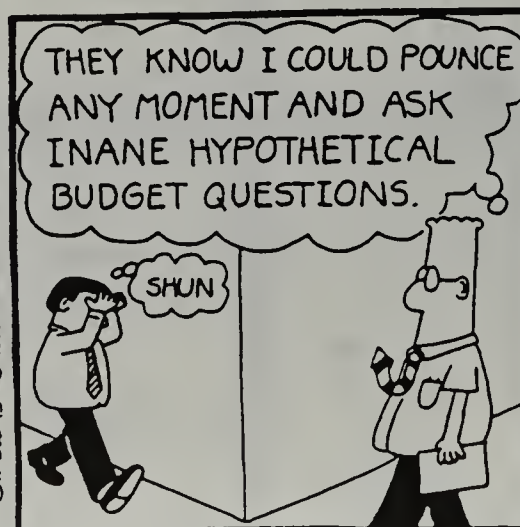
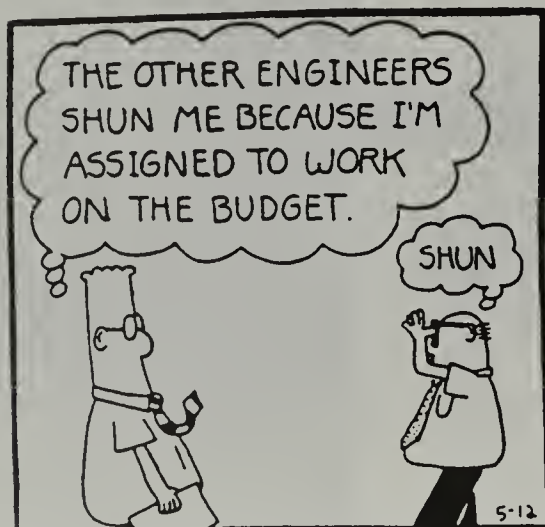
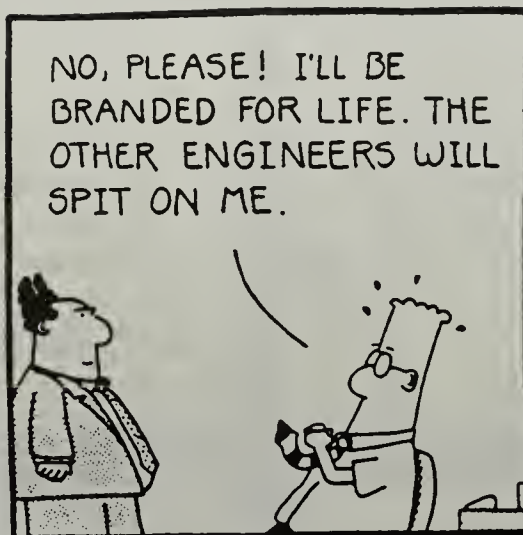
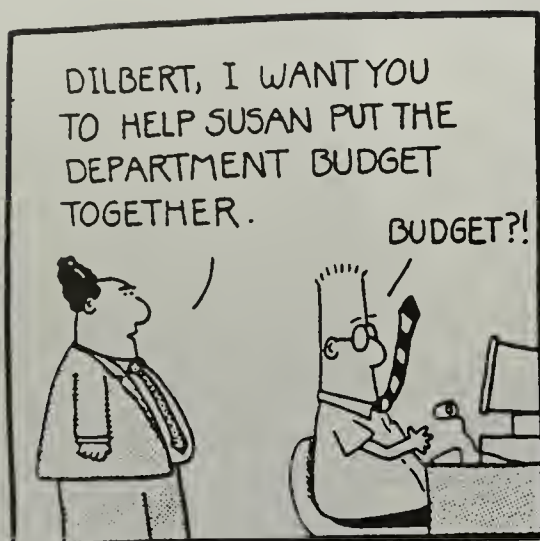










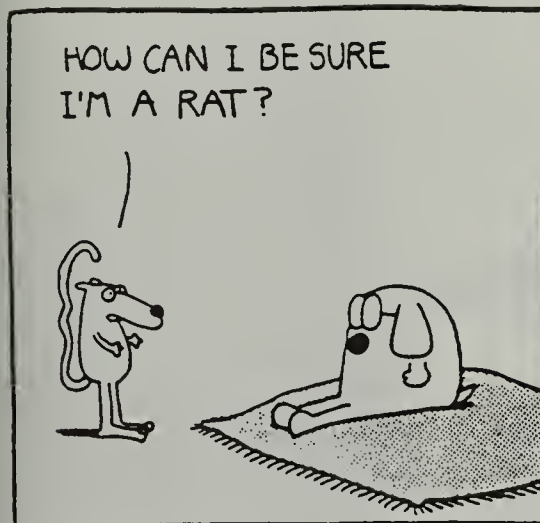




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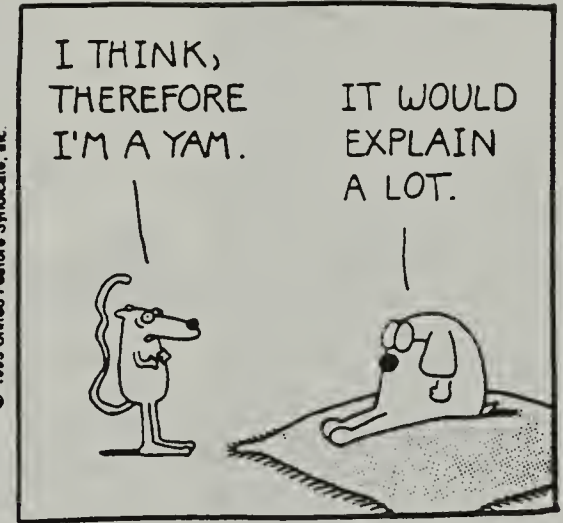
5-13



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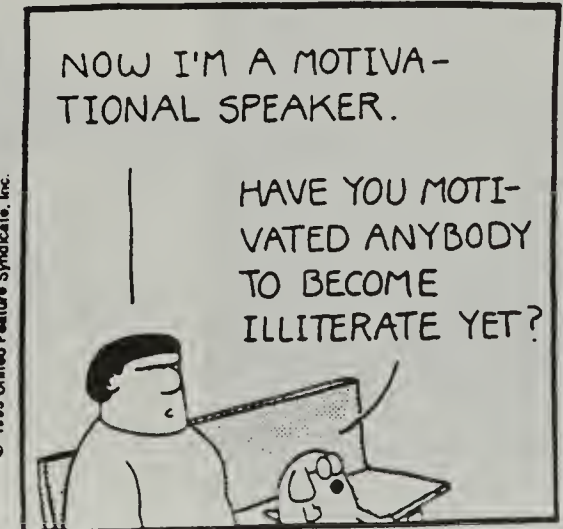
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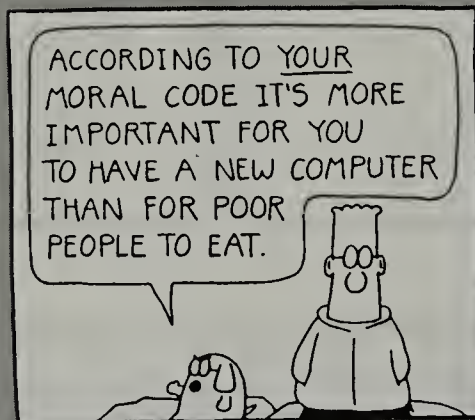


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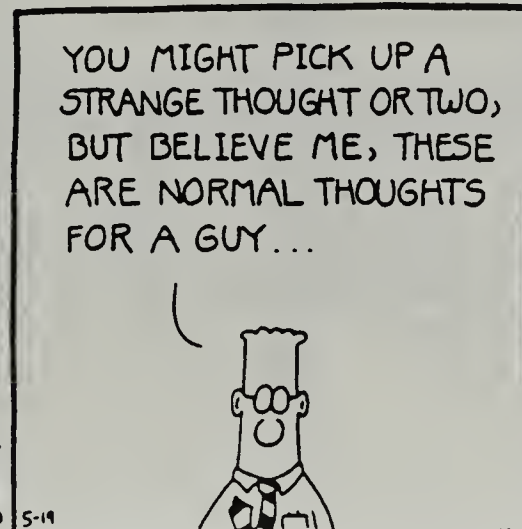
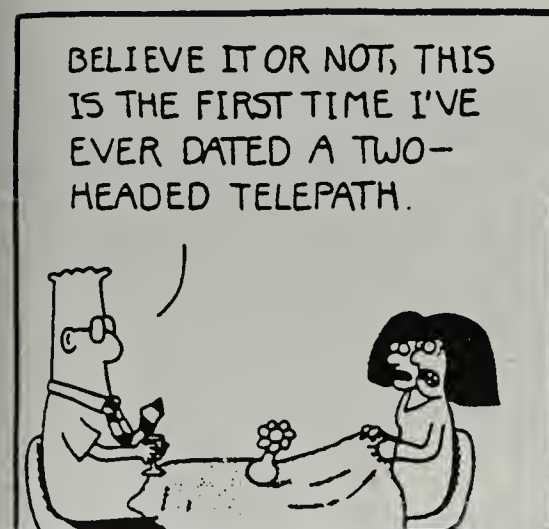
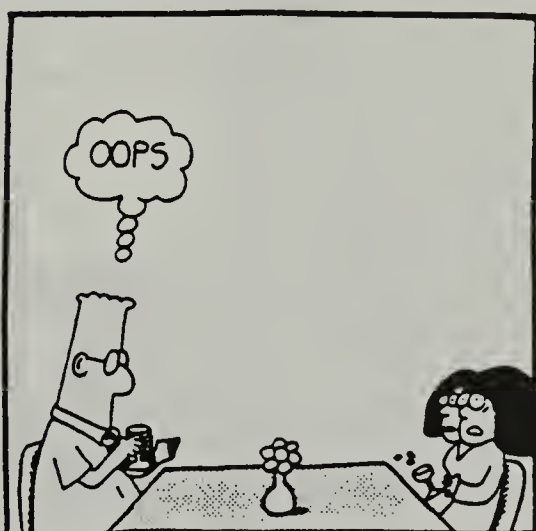
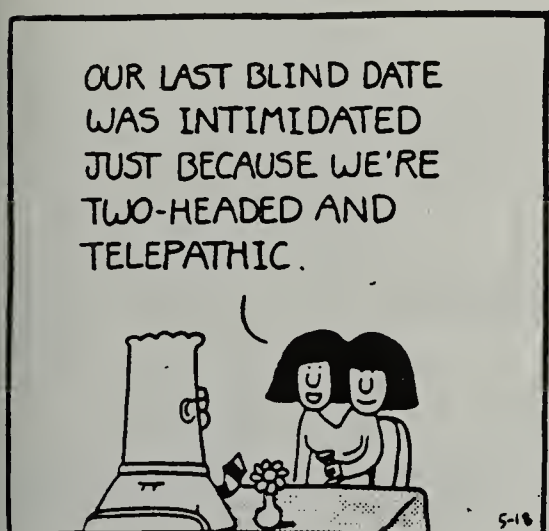
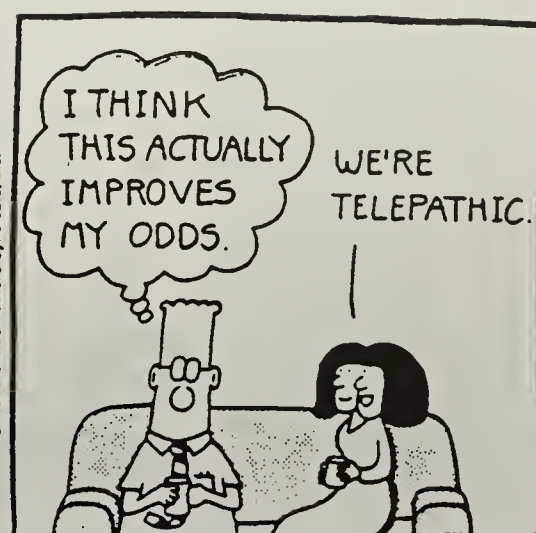
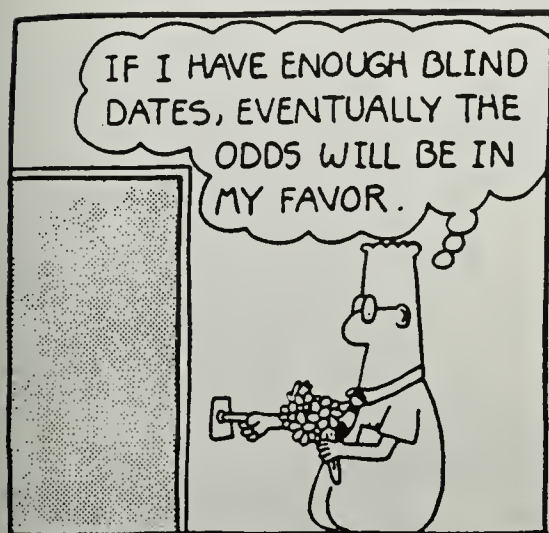


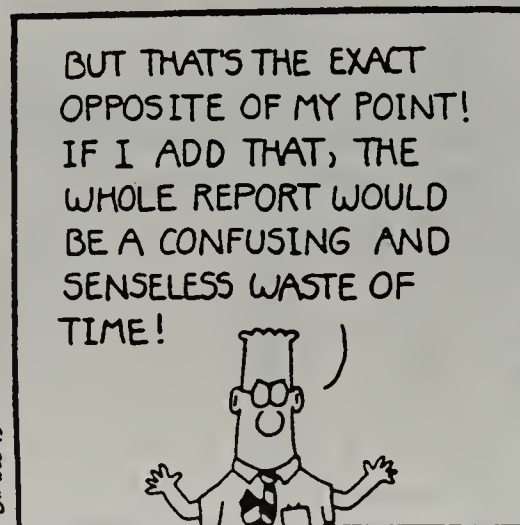
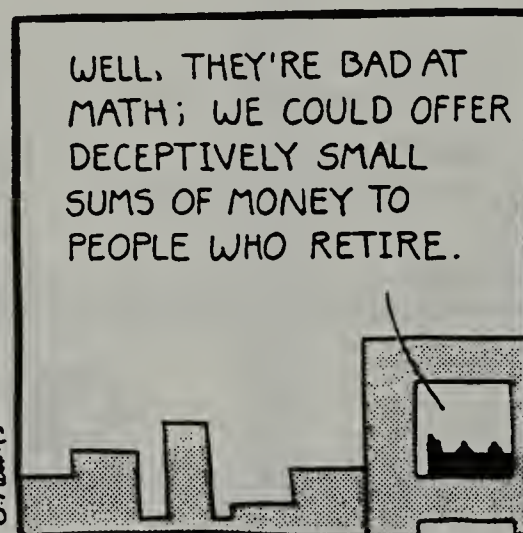
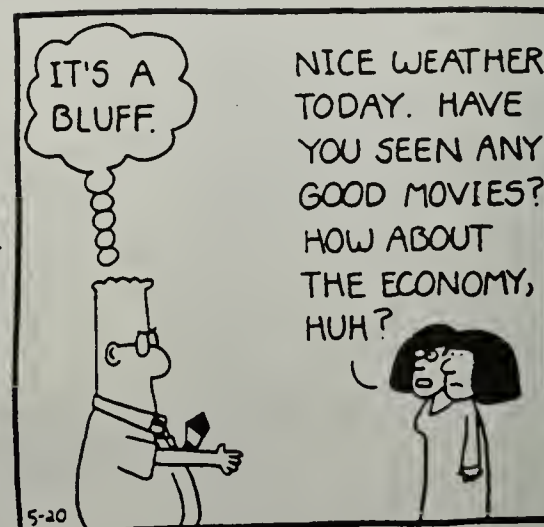
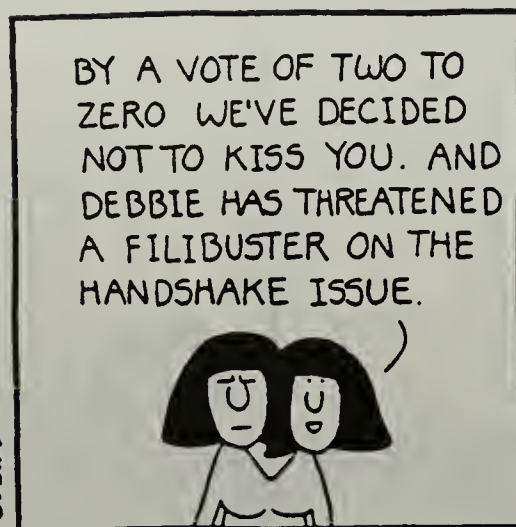
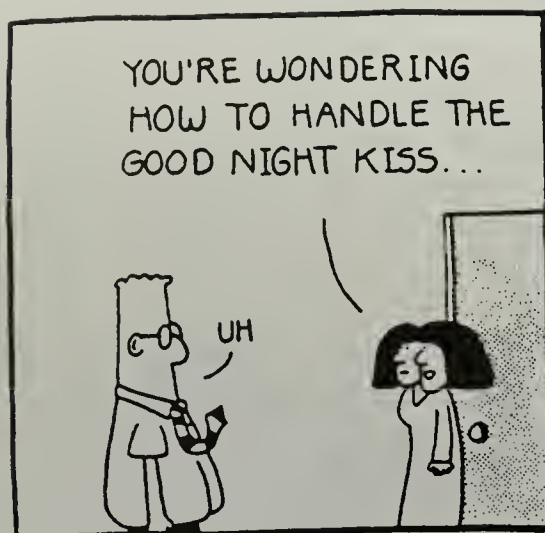
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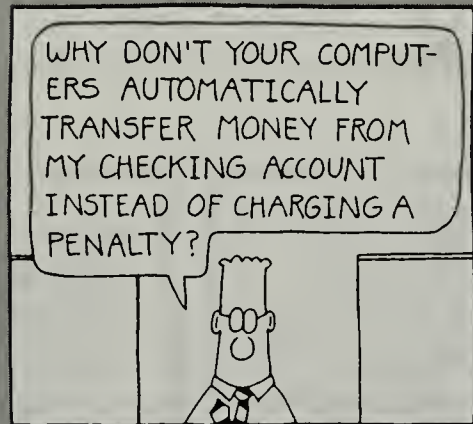
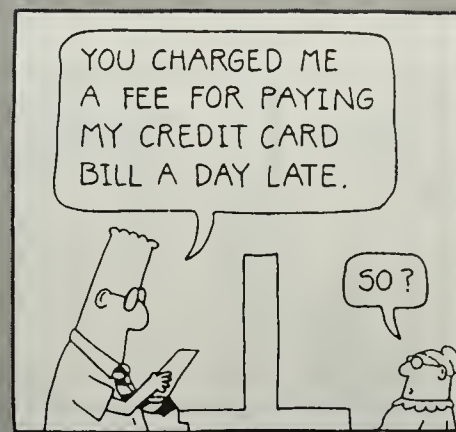




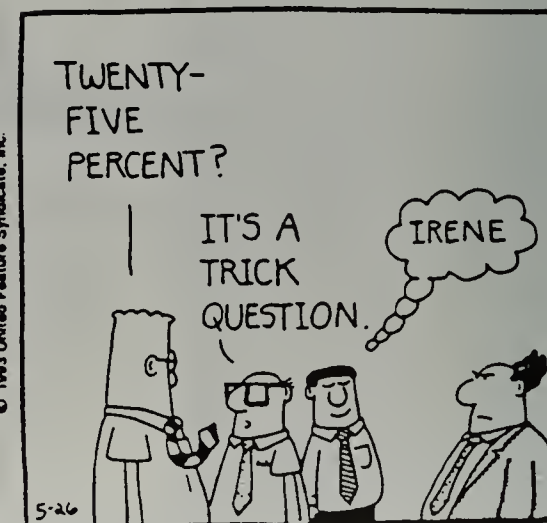
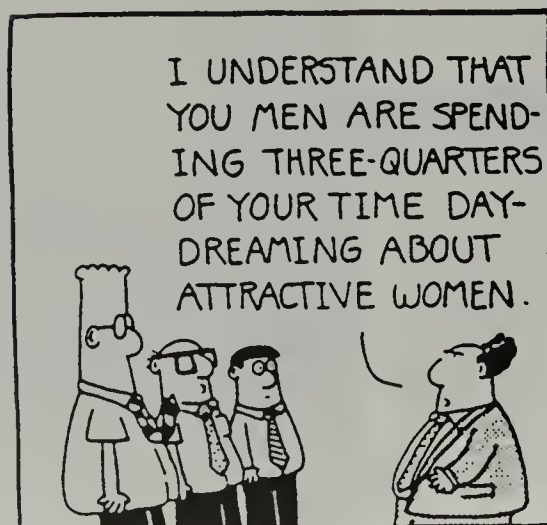
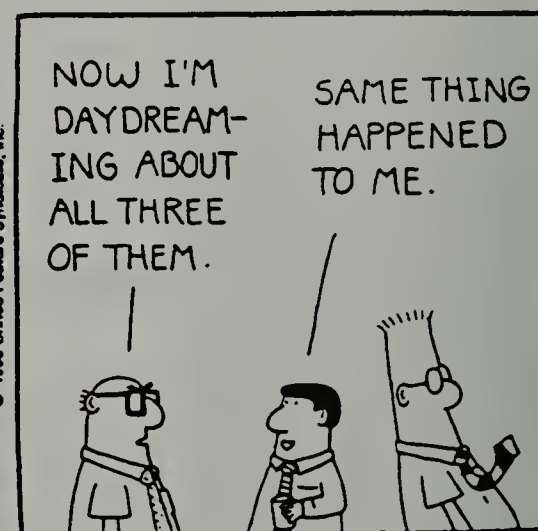
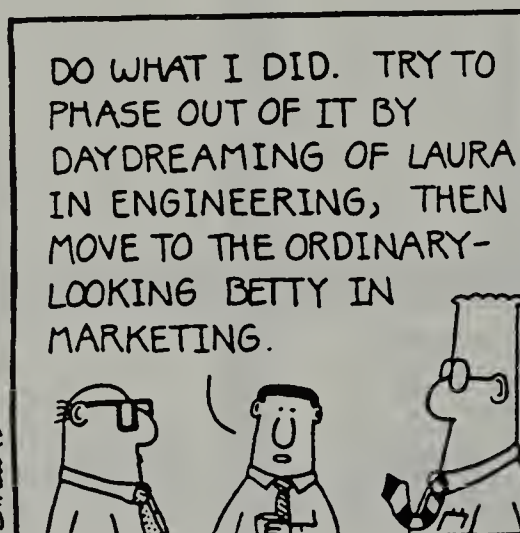




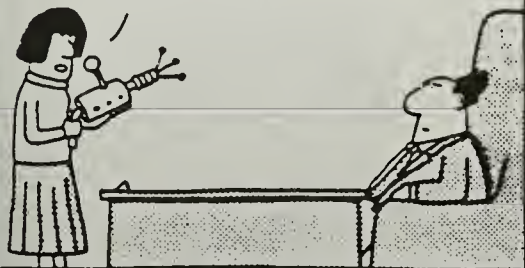








MY "DEFANTALATOR"  
INVENTION CAN ELIMINATE  
THE UNPRODUCTIVE AND  
NAUGHTY THOUGHTS OF YOUR  
MALE EMPLOYEES.



S. Adams

WE SUCCEEDED IN GETTING  
MEN TO STOP ACTING  
LIKE MEN, BUT IT  
WASN'T ENOUGH. MEN  
MUST STOP THINKING  
LIKE MEN TOO.



5-27

HEY! CUT  
IT OUT!



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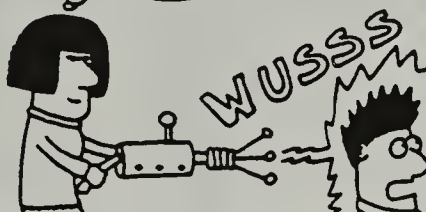
HMM... A  
LITTLE MAKE-  
UP AND A  
NEW HAIR-  
DO...

THERE'S ANOTHER  
UNPRODUCTIVE MAN,  
DAYDREAMING ABOUT  
ATTRACTIVE WOMEN..



S. Adams

A SHORT BURST  
FROM MY "DE-  
FANTALATOR"  
SHOULD SET HIM  
STRAIGHT.



5-28

HEY! I THINK  
I'M STARTING  
TO LIKE FIGURE  
SKATING!



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OUR SCHOOL SYSTEM  
IS A COMPLETE  
FAILURE, DOGBERT.

WHY'S  
THAT?



5-29

S. Adams

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



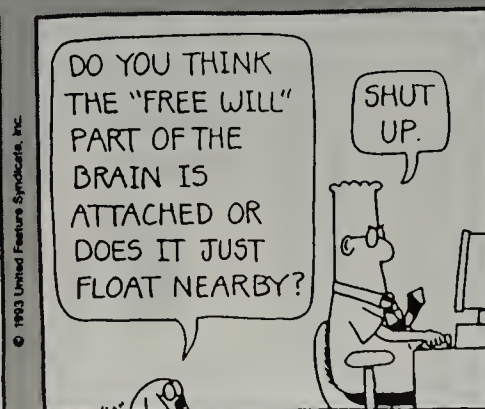
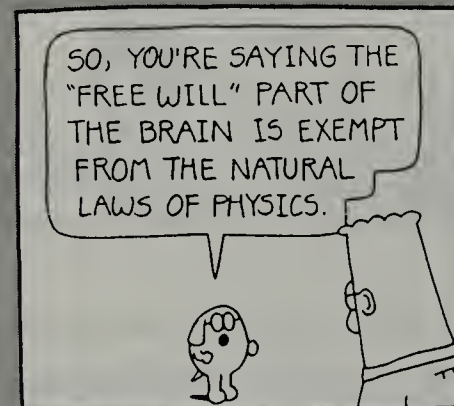
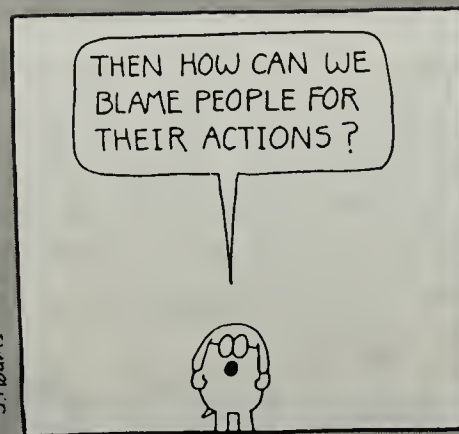
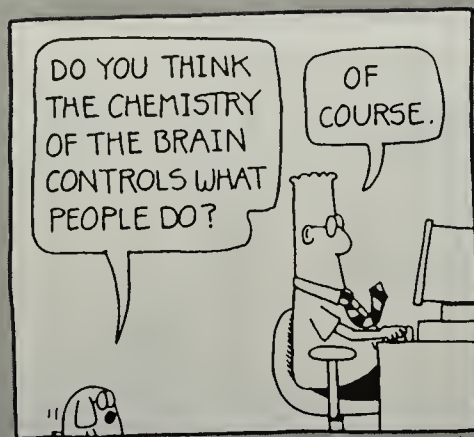
INSTEAD, WE'LL BE  
A NATION OF MAIDS  
AND JANITORS.

YEAH, BUT  
THINK HOW  
CLEAN IT  
WILL BE.

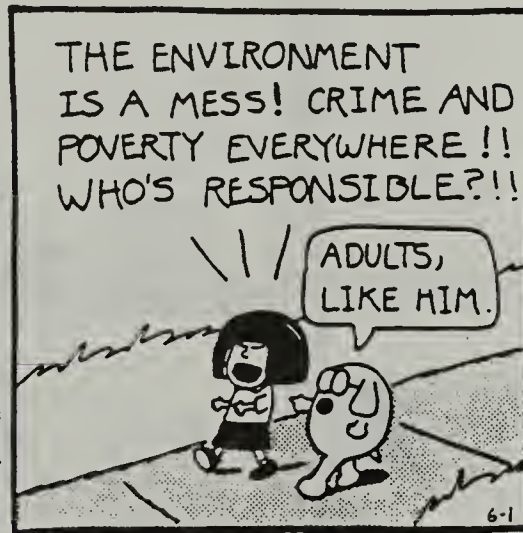
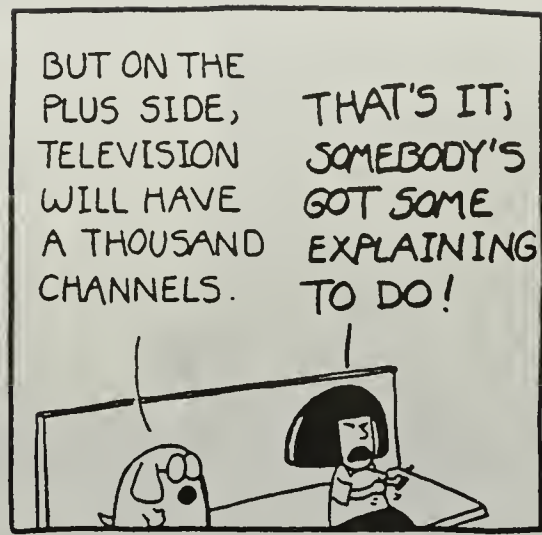
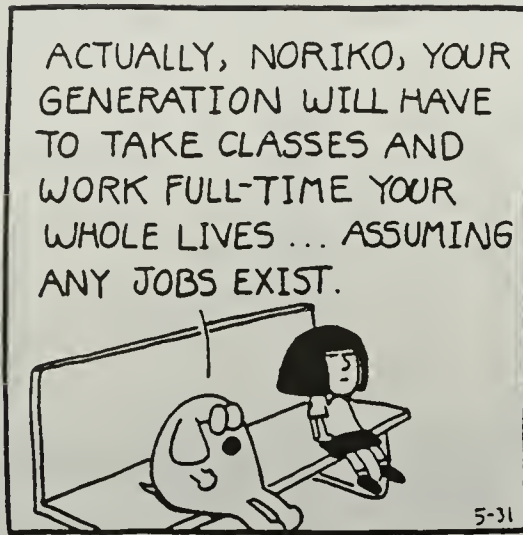


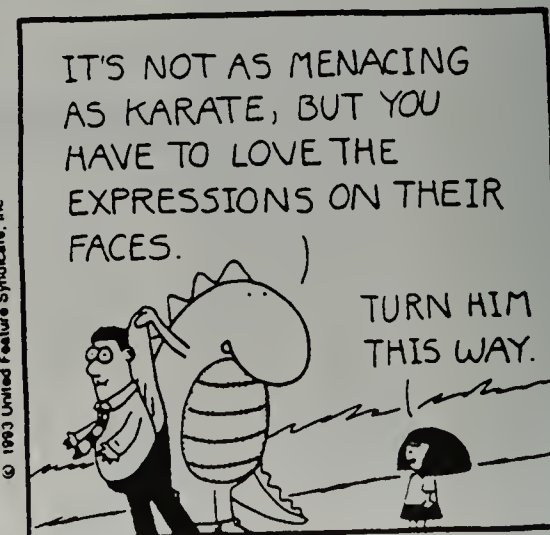
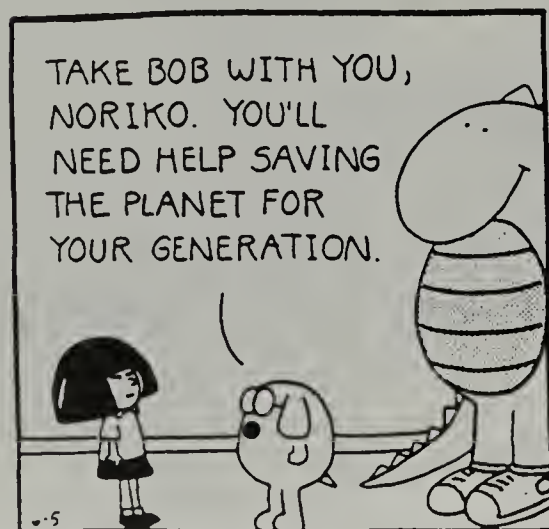
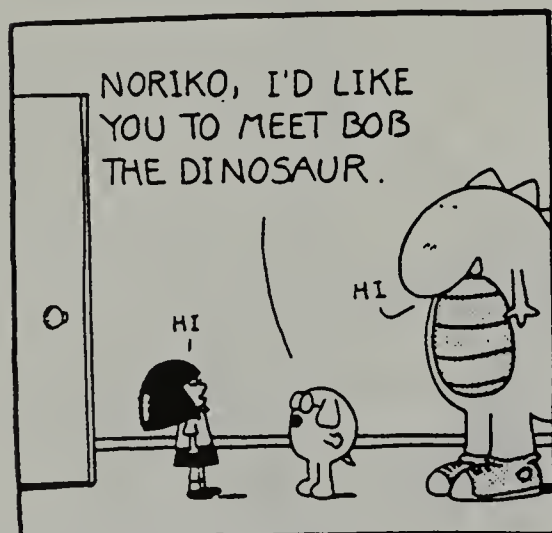
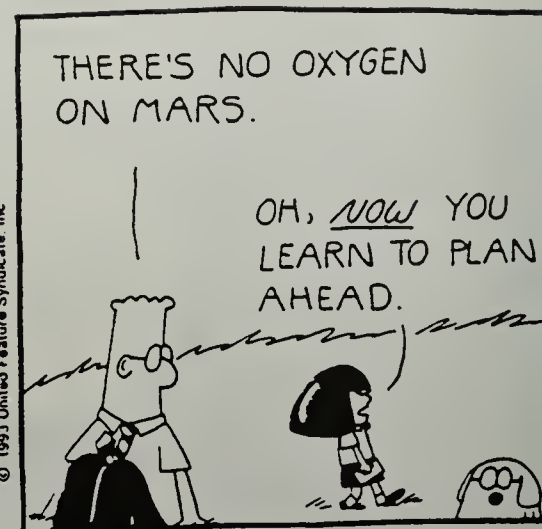
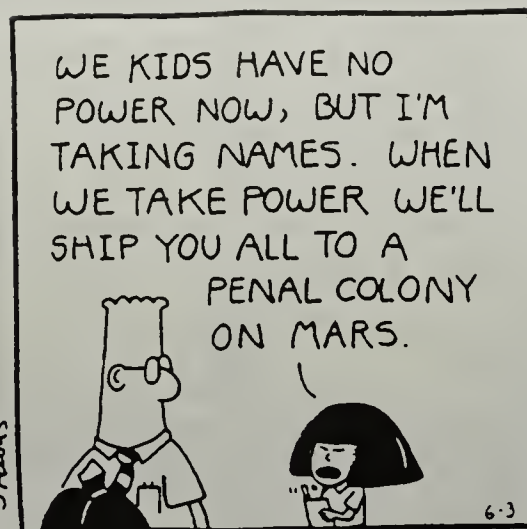
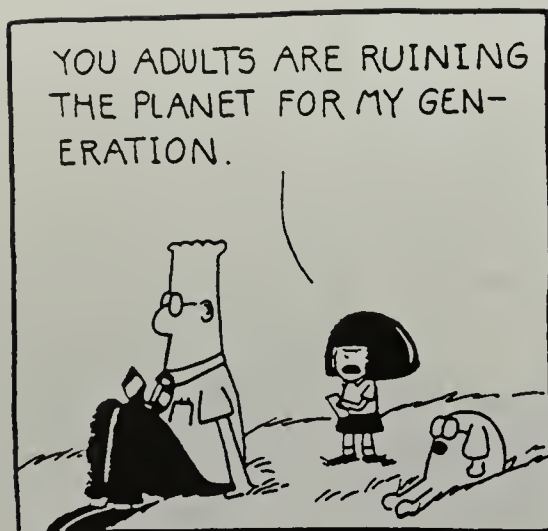
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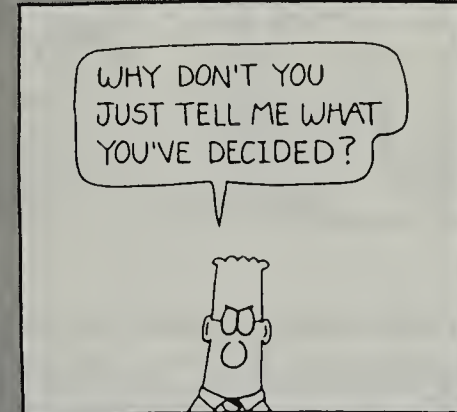
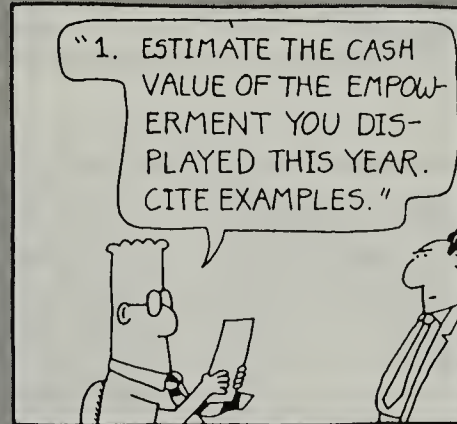










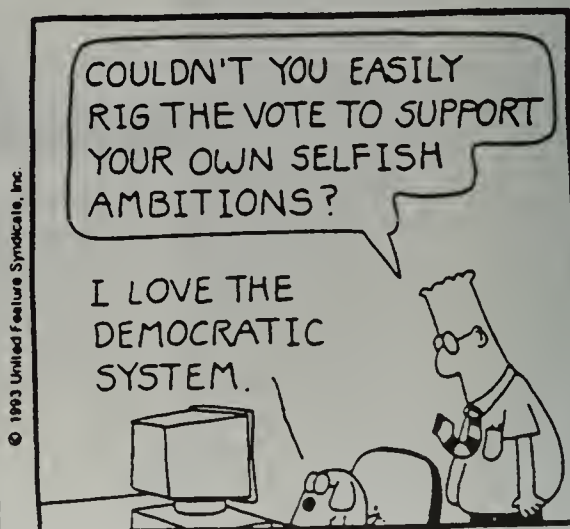
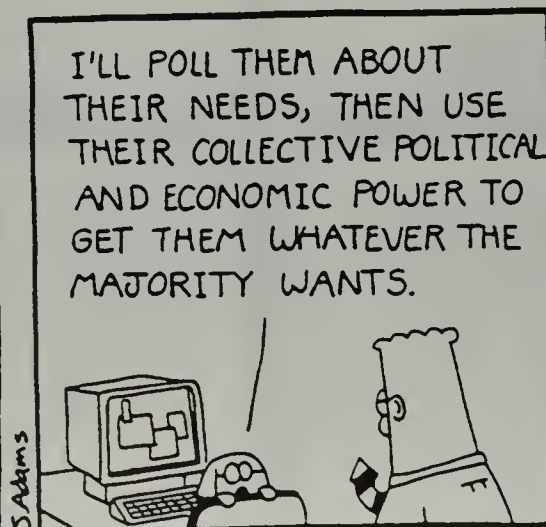
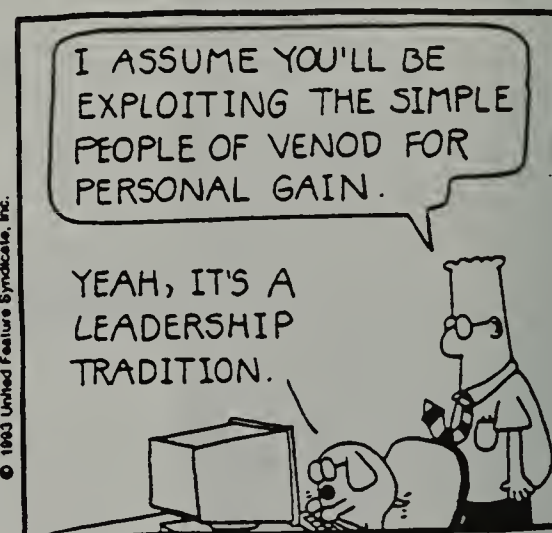
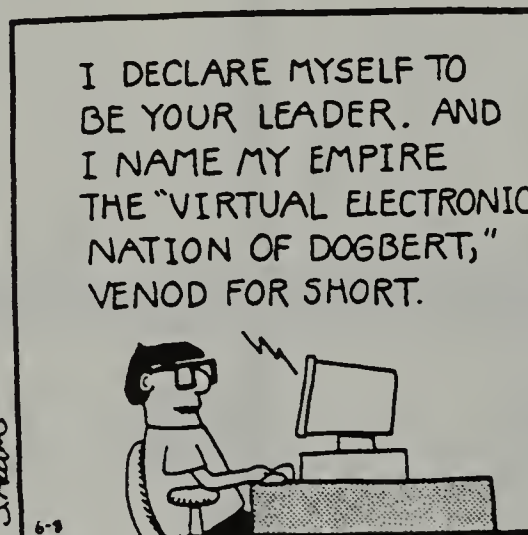
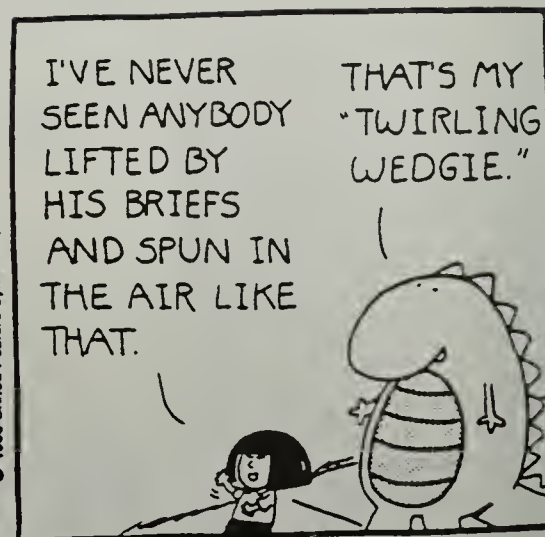
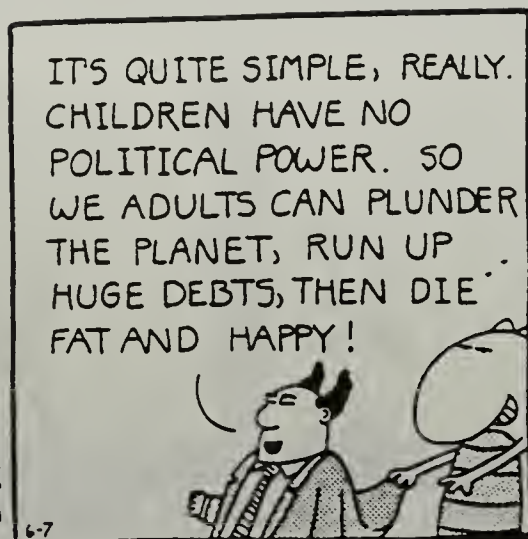
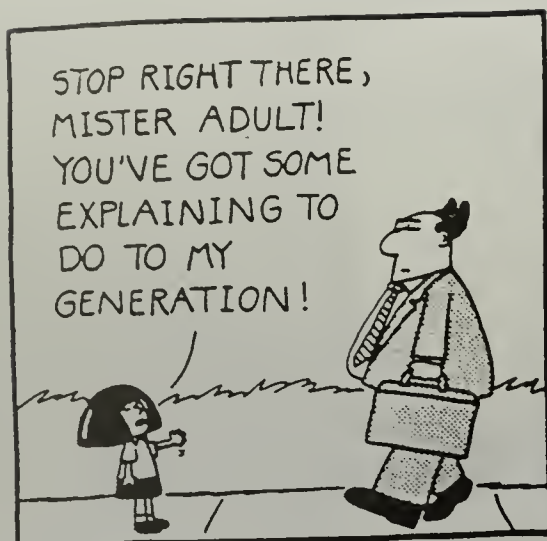


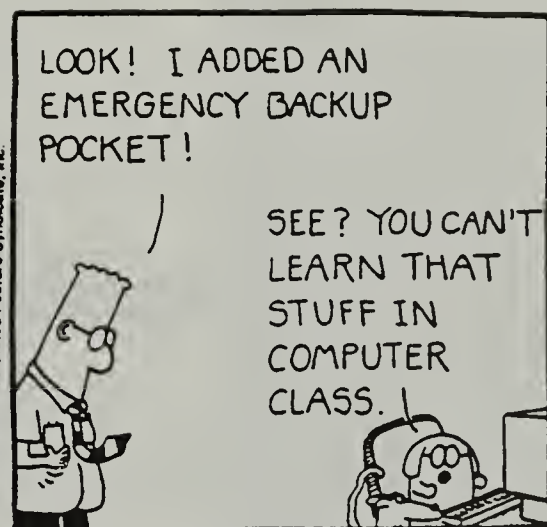
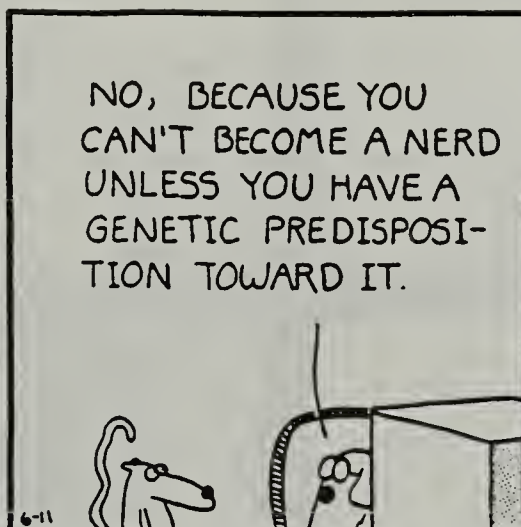
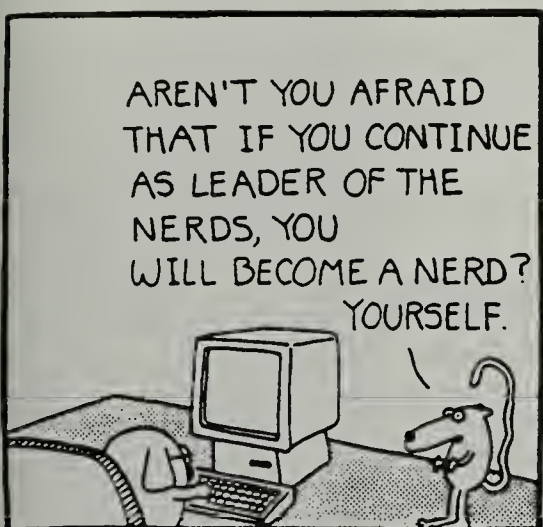
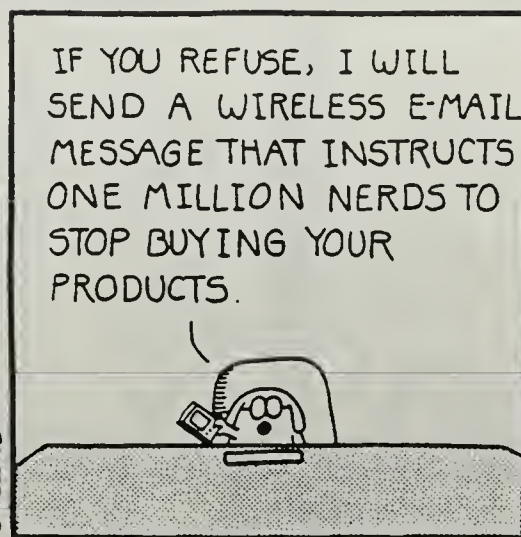
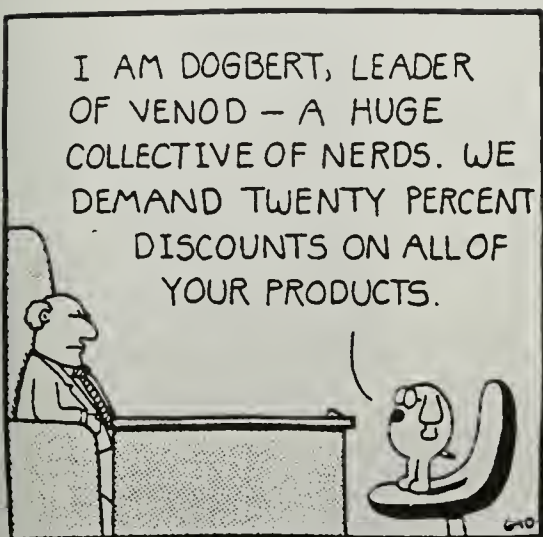
J. ADAMS

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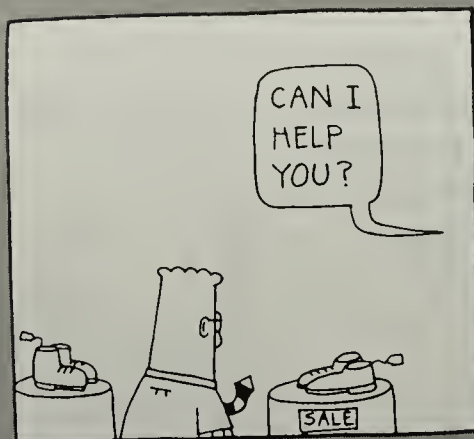
6-6









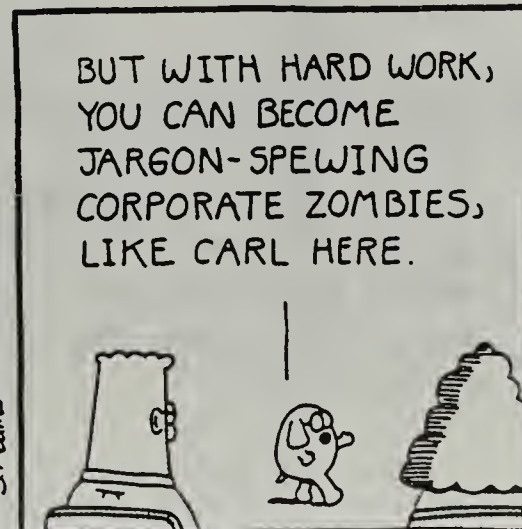
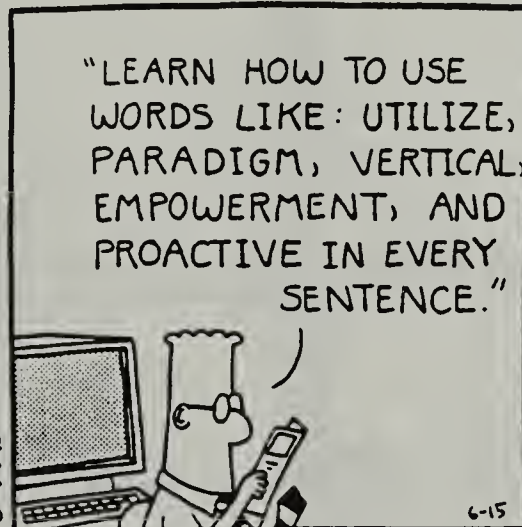
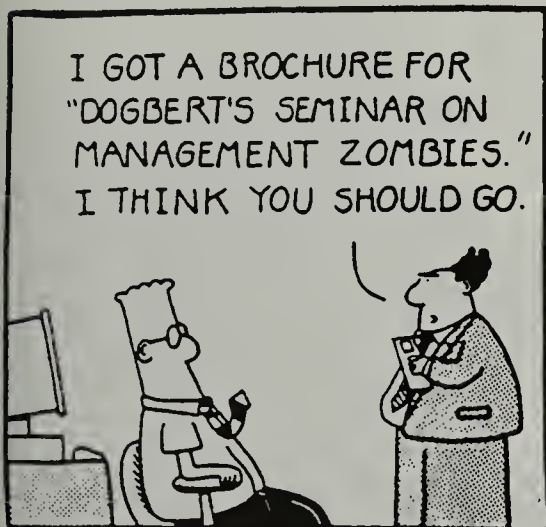


S. Adams

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6-13





DOGBERT'S SEMINAR ON  
MANAGEMENT ZOMBIES

THE SUCCESSFUL  
ZOMBIE KNOWS  
HOW TO SQUASH  
THE CREATIVITY  
OF CO-WORKERS.



WHEN YOU HEAR A NEW  
IDEA, ADOPT A FACIAL  
EXPRESSION WHICH  
CONVEYS BOTH FEAR AND  
AN UTTER LACK OF  
COMPREHENSION.



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THOSE OF YOU WHO  
WORK IN MARKETING  
ONLY NEED TO ADD  
THE FEAR PART.

WHY IS  
THAT?



DOGBERT'S SEMINAR ON  
MANAGEMENT ZOMBIES

TO BE A ZOMBIE YOU  
MUST DRINK THE  
ZOMBIE ELIXIR.



THE ZOMBIE ELIXIR  
WILL REMOVE ANY  
DISTRACTING THOUGHTS  
OF SLEEP OR FAMILY  
LIFE.



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IT LOOKS LIKE  
COFFEE.

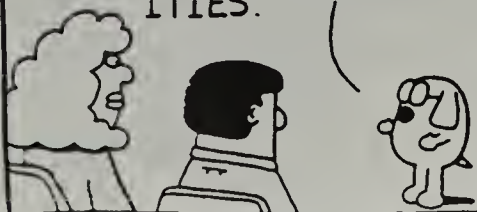
YOU HAVE TO  
ADD ONE  
SCOOP OF  
ZOMBIE  
SUGAR.



6-18

DOGBERT'S SEMINAR ON  
MANAGEMENT ZOMBIES

AS A ZOMBIE, YOU  
MUST SPEAK IN  
EMPTY GENERAL-  
ITIES.



YOUR BUSINESS PLAN  
MIGHT SAY "WE  
STRIVE TO UTILIZE A  
VARIETY OF TECHNIQUES  
TO ACCOMPLISH A  
BROAD SPECTRUM OF  
RESULTS TOWARD THE  
BOTTOM LINE."

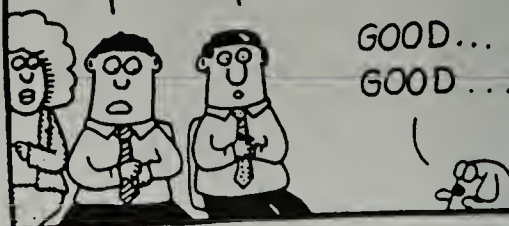


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HEY! MY SKIN IS GETTING  
CLAMMY AND I HAVE THE  
URGE TO CALL A MEETING!

ME TOO!

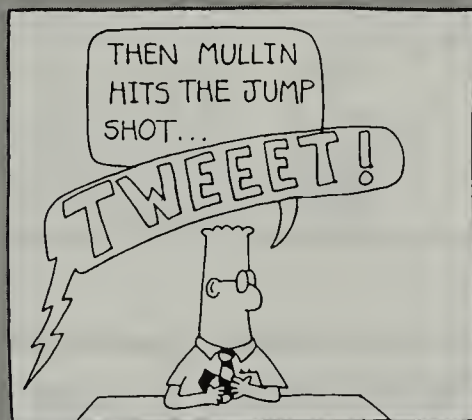
GOOD...  
GOOD...







S. Adams



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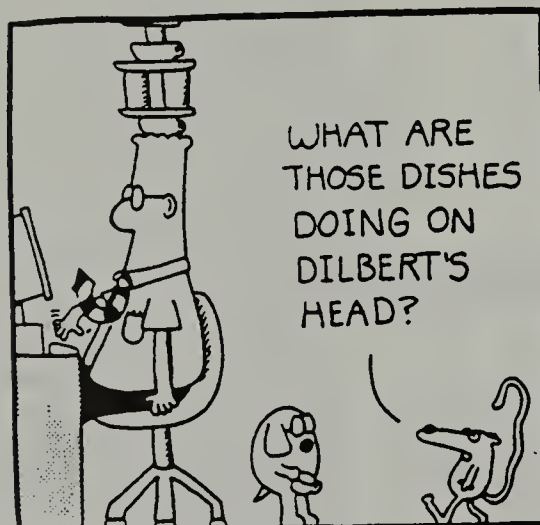
S. Adams



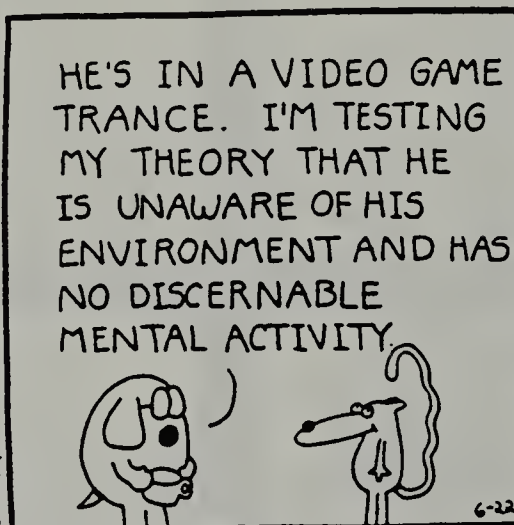
6-21



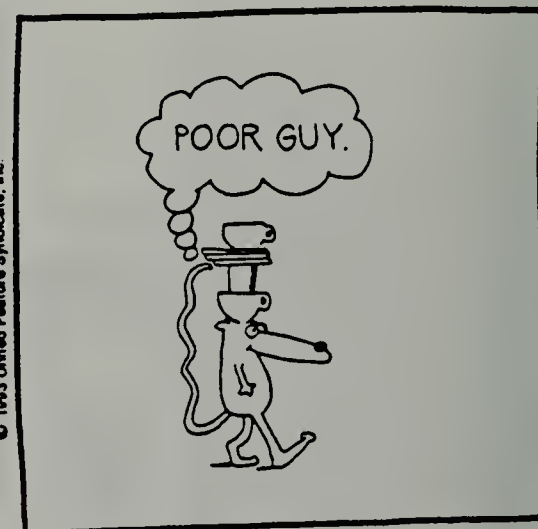
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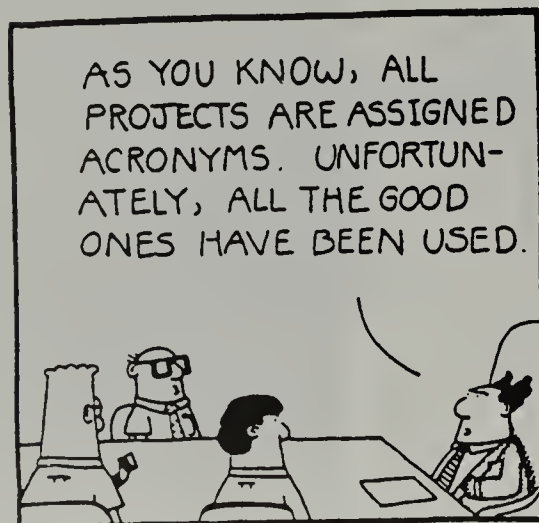
S. Adams



6-22



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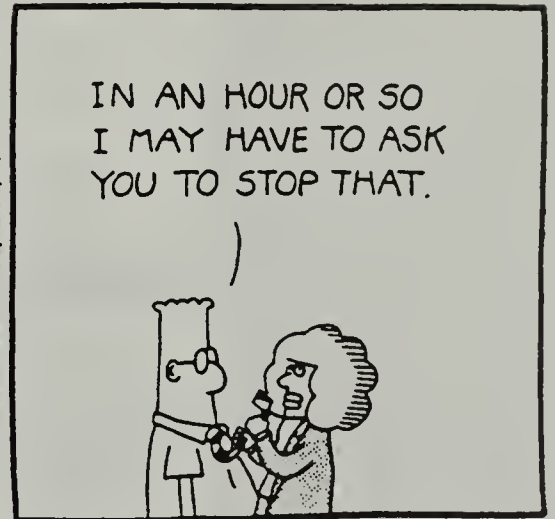
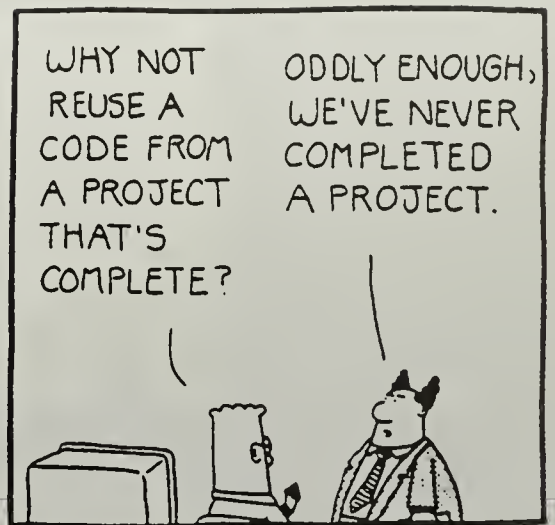
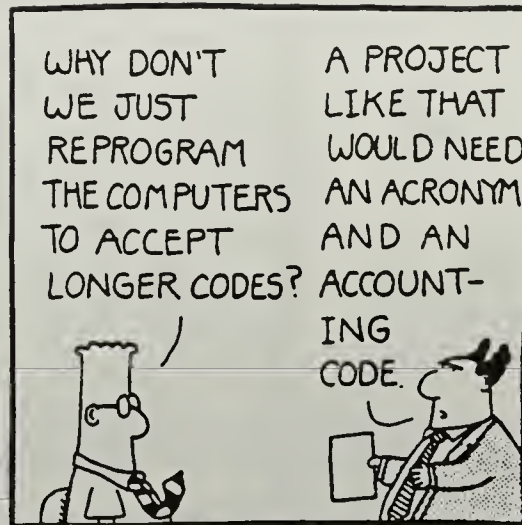
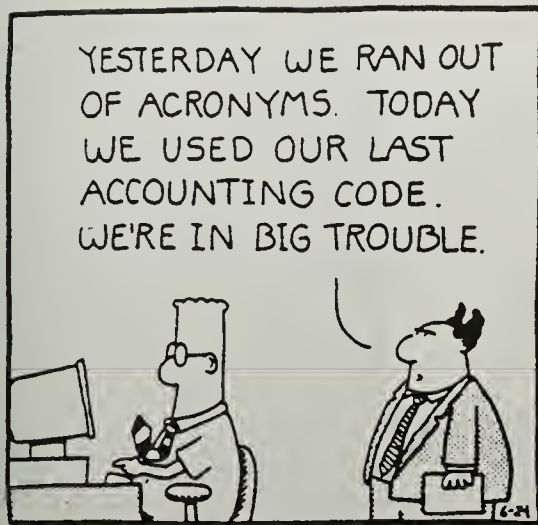
S. Adams

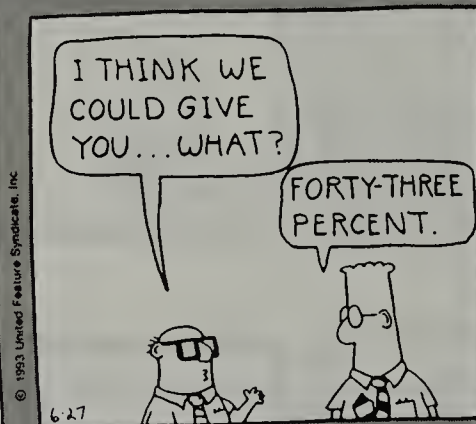
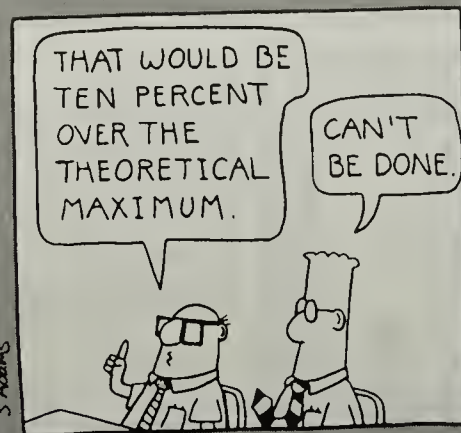


6-23

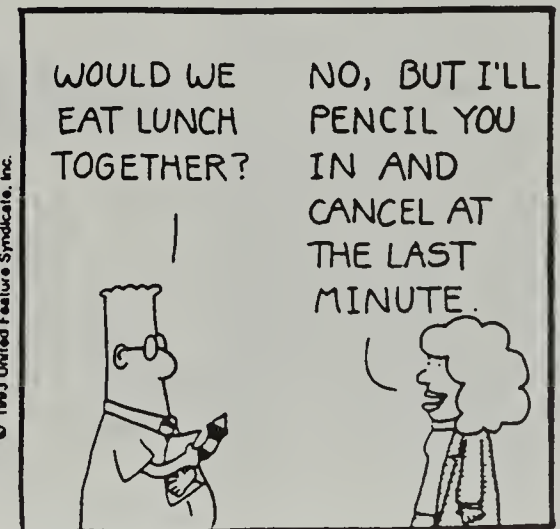
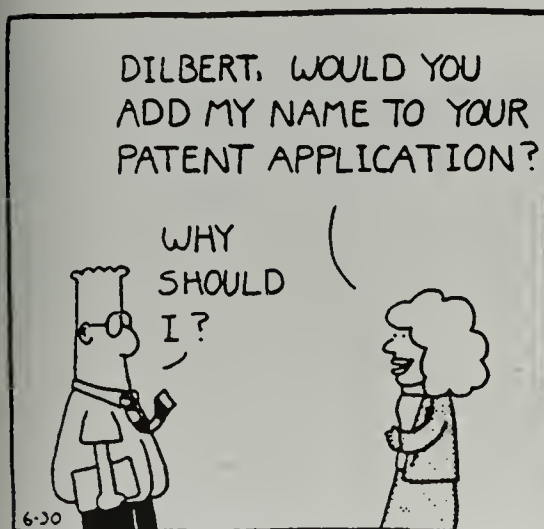
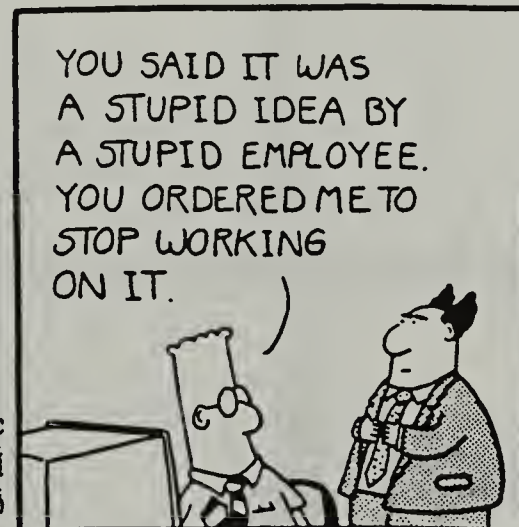
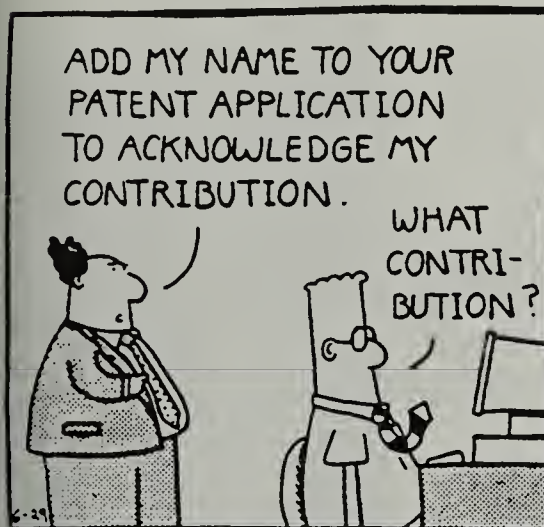
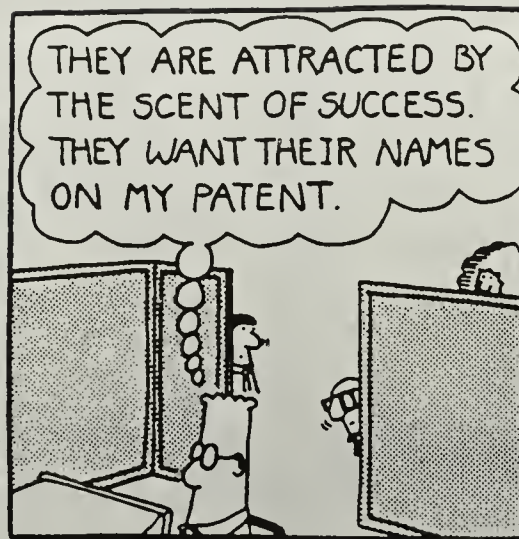
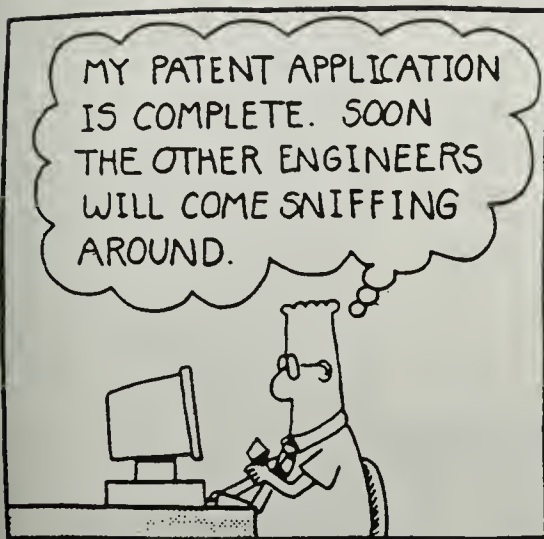


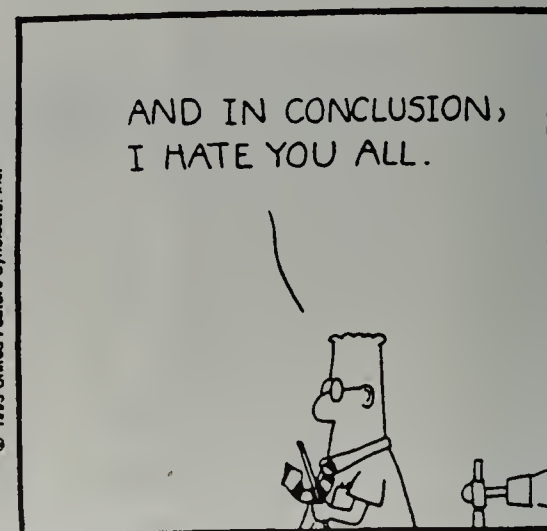
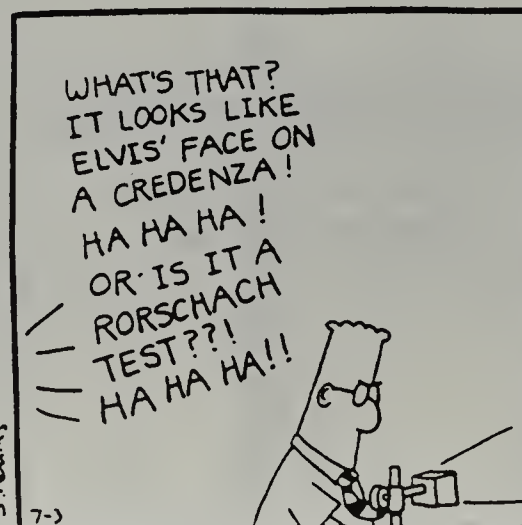
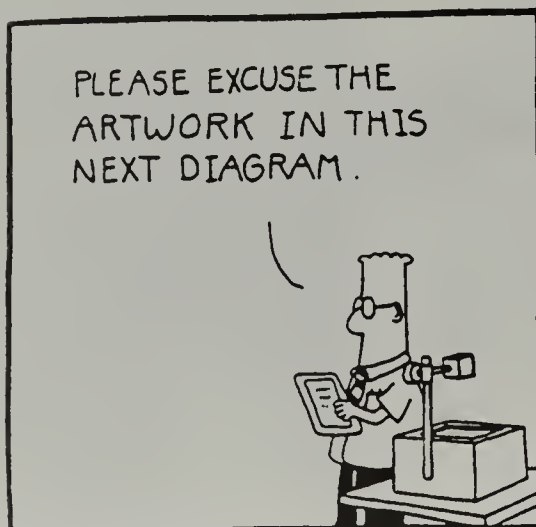
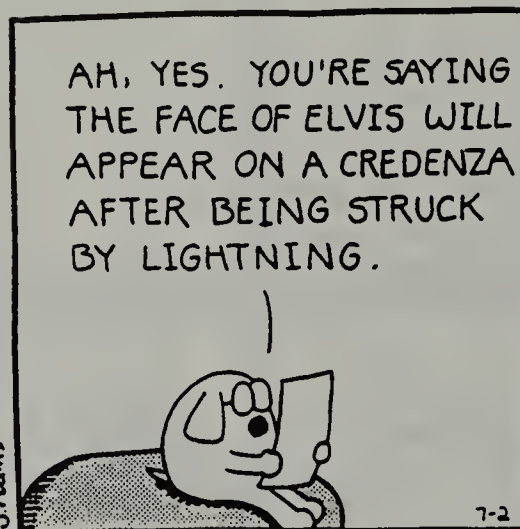
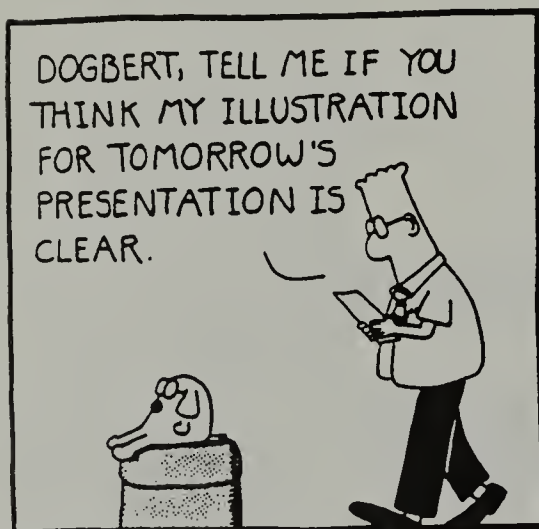
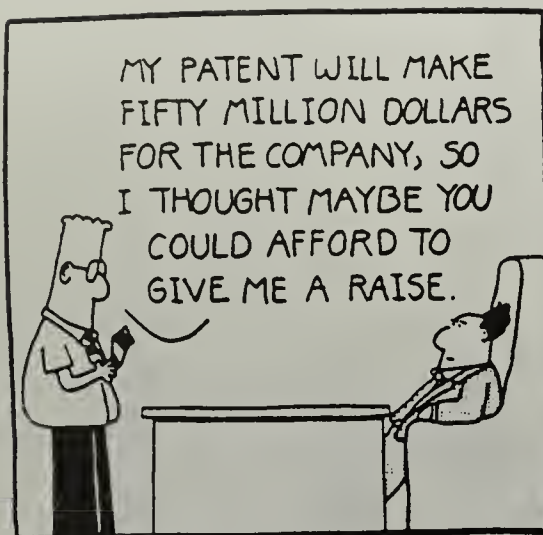
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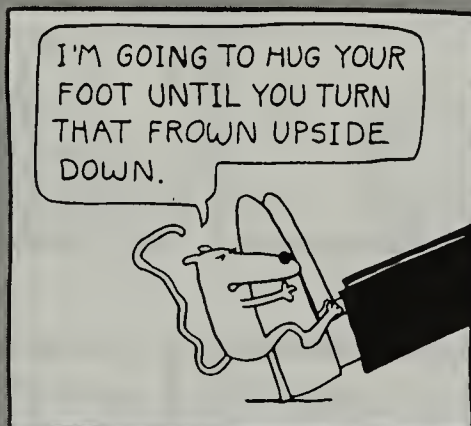
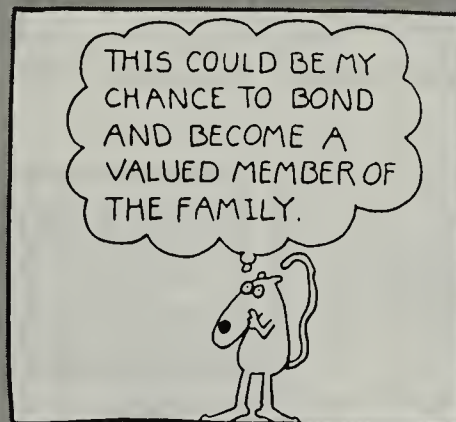
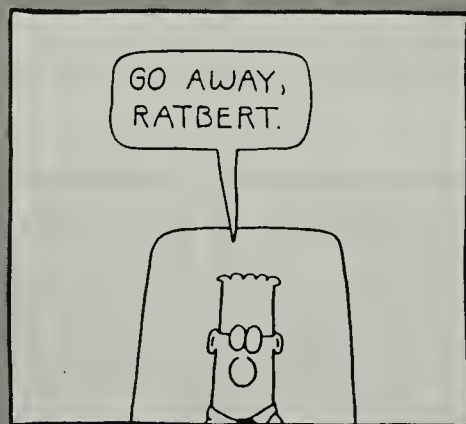
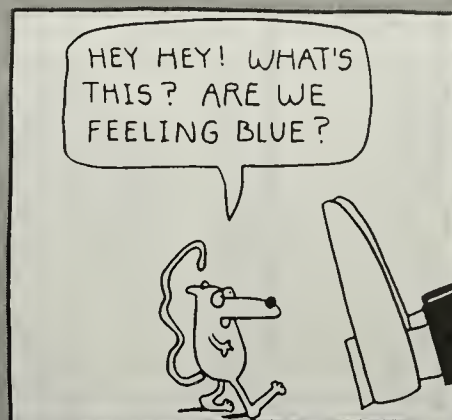








S. Adams



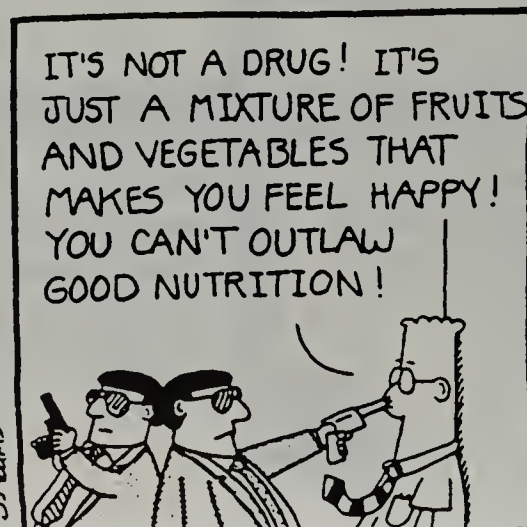
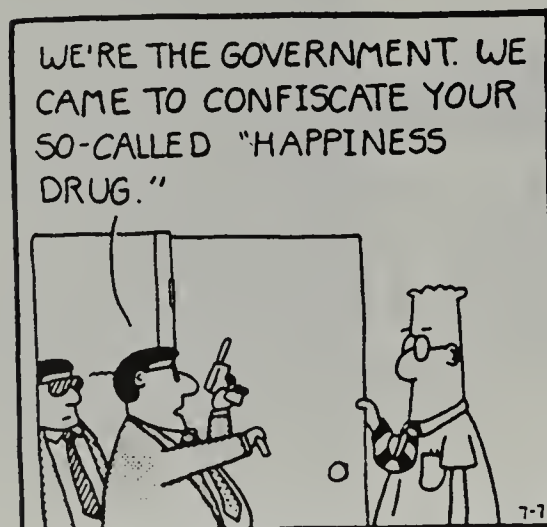
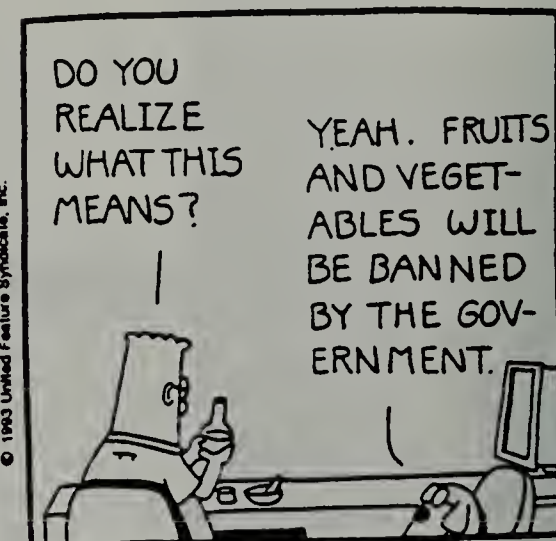
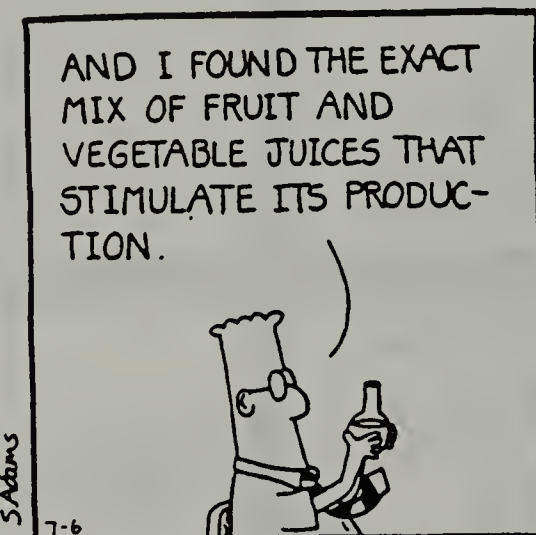
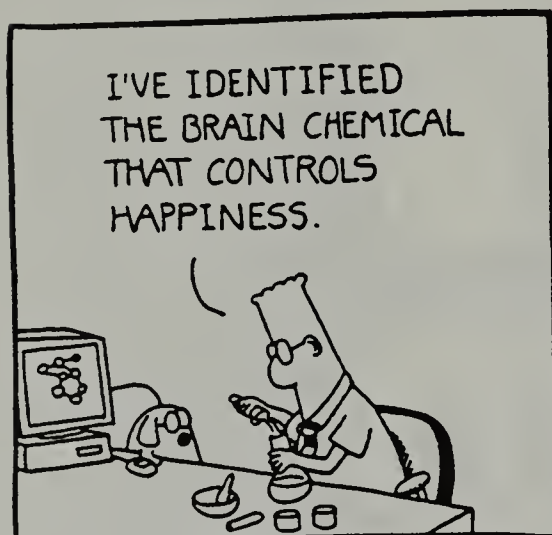
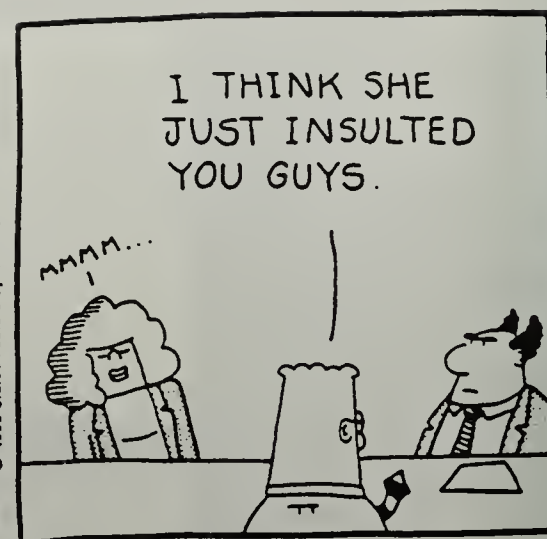
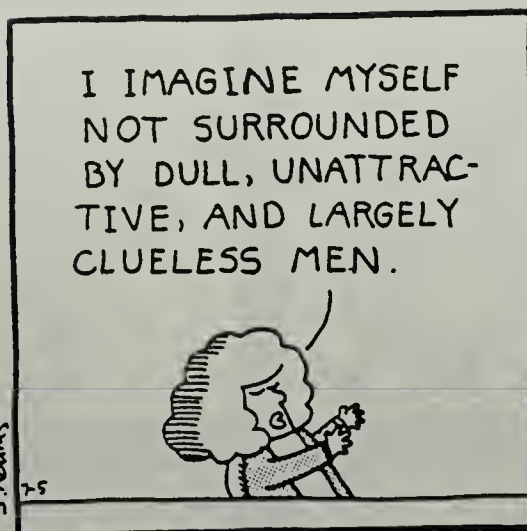
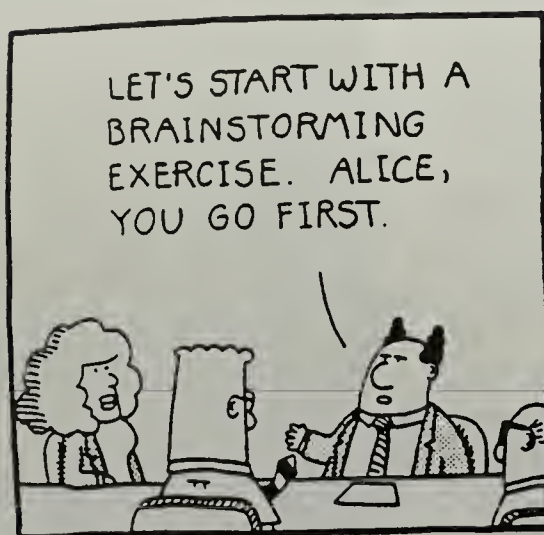
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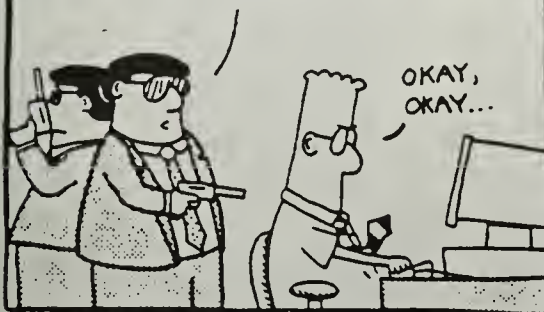
7-4



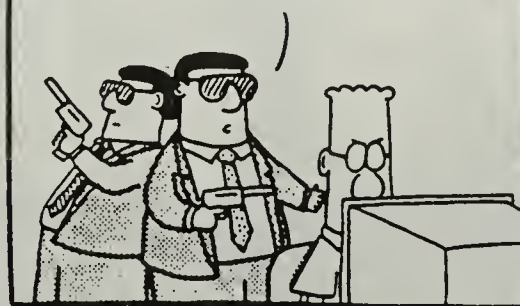




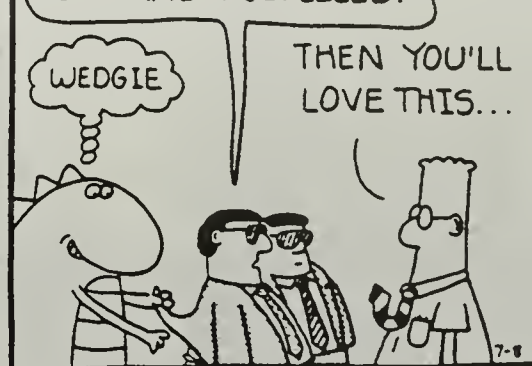
ERASE ALL THE FORMULAS  
FOR MAKING YOUR  
"HAPPINESS POTION" AND  
WE WON'T JAIL YOU.



YOU CITIZENS ONLY HAVE  
THE RIGHT TO PURSUE  
HAPPINESS - YOU'RE NOT  
ALLOWED TO BE HAPPY.



CITIZENS NEED DISCOMFORT  
IN ORDER TO BE PRODUC-  
TIVE AND FULFILLED.

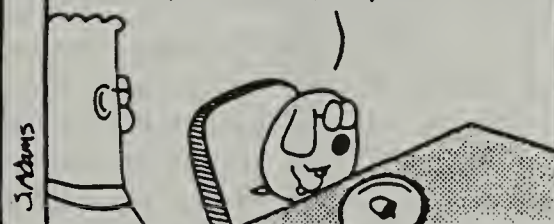


WHAT ARE  
YOU MAKING?

COMMEMORATIVE  
COLLECTIBLE  
PLATES.

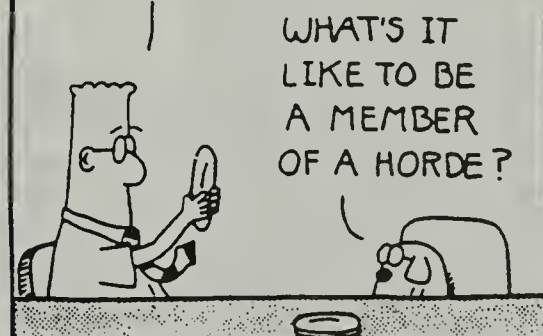


ONE OF THE MYSTERIES  
OF LIFE IS THAT YOU  
CAN PUT ANY PICTURE  
ON A PLATE AND HORDES  
OF MORONS WILL WANT  
TO OWN IT.



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

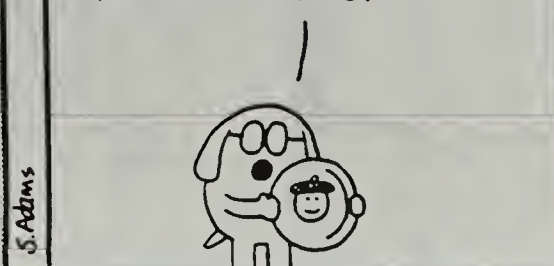
WHAT'S IT  
LIKE TO BE  
A MEMBER  
OF A HORDE?



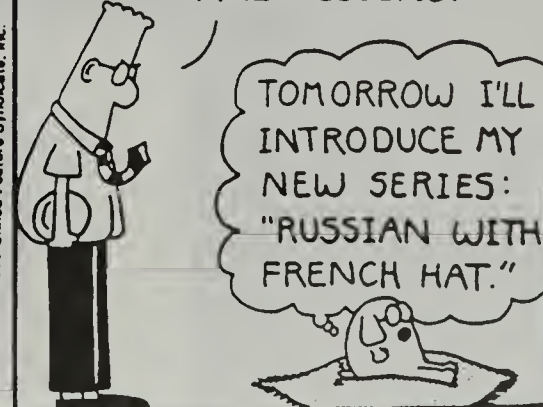
YOU ALREADY OWN THE  
"ACORN SERIES" OF  
DOGBERT'S COMMEMORATIVE  
PLATES...



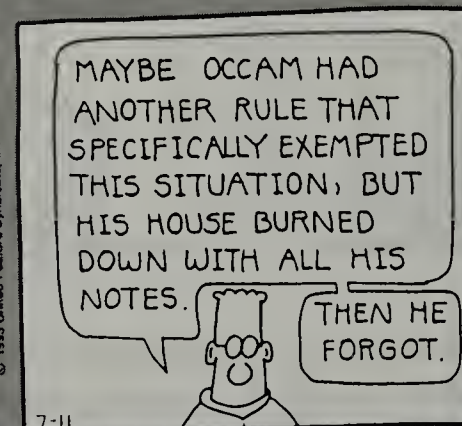
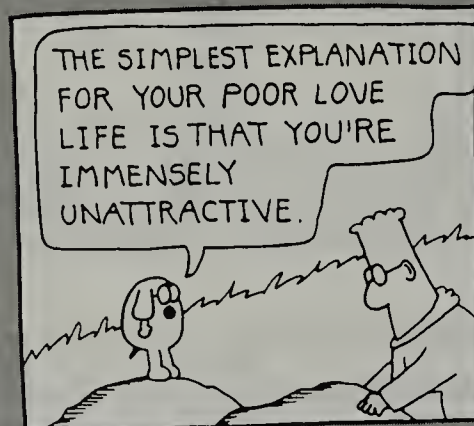
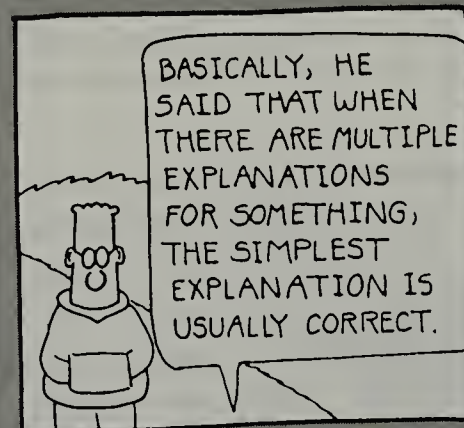
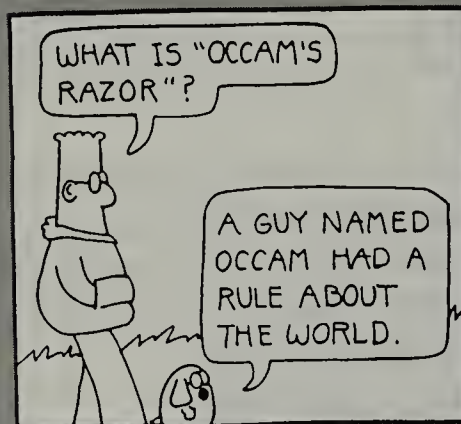
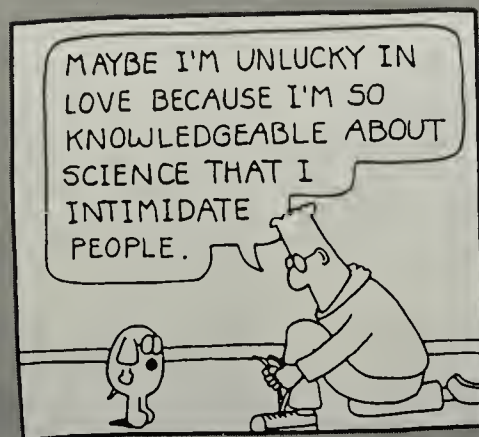
FOR A LIMITED TIME  
YOU MAY ALSO PURCHASE  
MY NEW ISSUE: THE  
"FRENCH GUY WITH A  
HAT" SERIES.



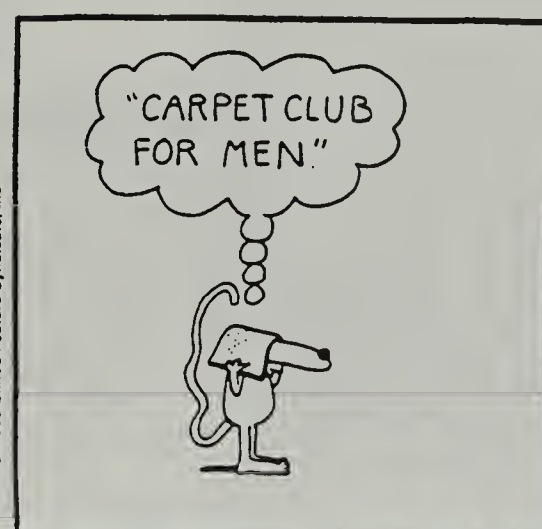
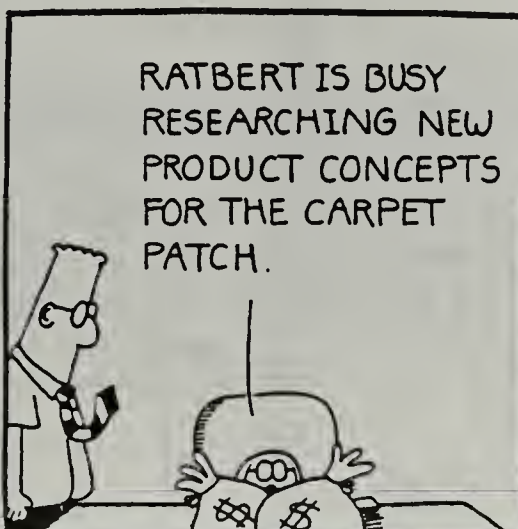
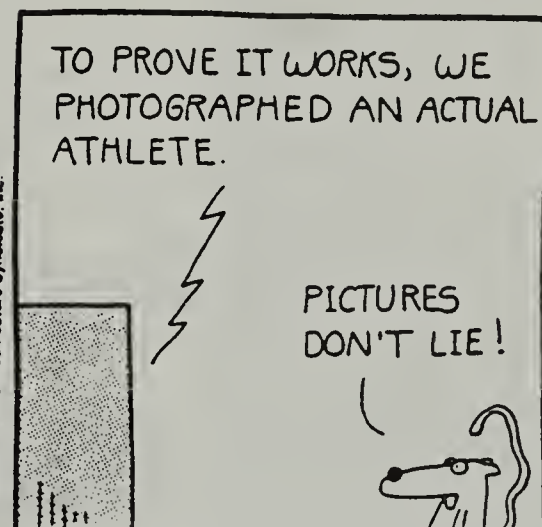
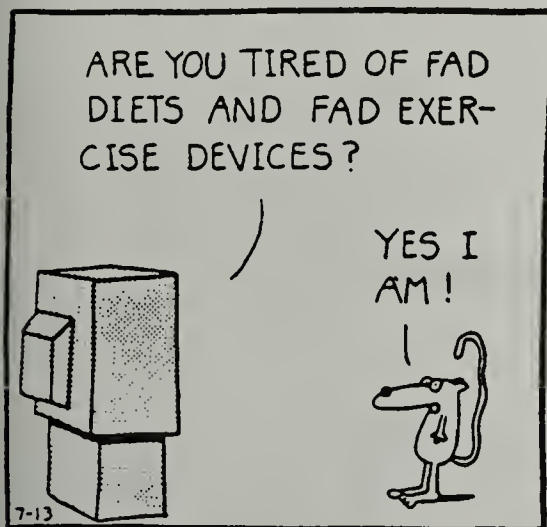
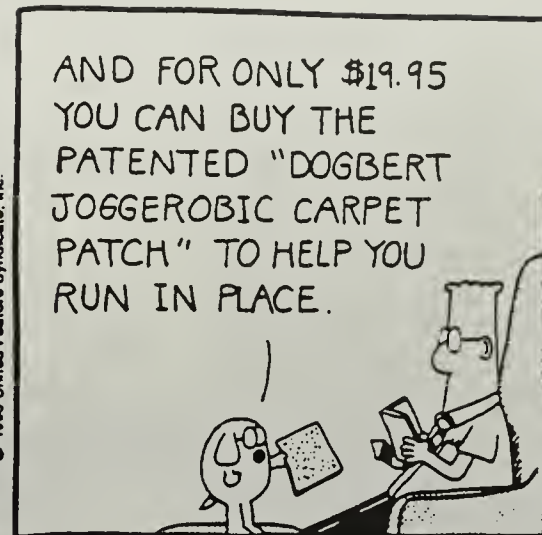
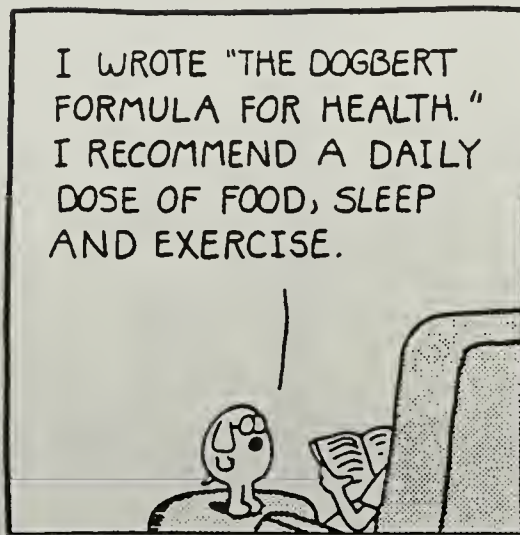
MY ACORN PLATES  
ARE MISSING.











I THINK I'VE HIT UPON  
A BRILLIANT NEW  
DIRECTION FOR EXPAND-  
ING OUR PRODUCT  
LINE.



7-15

S. Adams

I CALL THEM "CARPET  
PATCH KIDS." EACH  
ONE IS MADE FROM  
CARPET AND HAS ITS  
OWN NAME!



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DON'T FEEL BAD,  
RAQUEL. I DON'T  
THINK HE MEANT  
IT AS A PERSONAL  
ATTACK.



OUR NEWEST FAD  
POLICY IS TO HAVE  
SUBORDINATES  
APPRAISE THEIR  
BOSS'S JOB  
PERFORMANCE.



7-16

S. Adams

I GIVE YOU A  
"D MINUS."



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DID I MENTION RETRI-  
BUTION?

CAREFUL, SIR,  
YOU'RE HANGING  
BY A  
THREAD.



SOMETIMES I  
THINK I'M NOT  
REACHING  
MY FULL  
POTENTIAL  
AS A RAT.



S. Adams

YOU'RE RIGHT. IN THE  
MIDDLE AGES, DISEASE-  
CARRYING RATS WIPED  
OUT HALF OF THE HUMAN  
POPULATION  
OF EUROPE.



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I THINK I'VE  
GOT A LITTLE  
TEMPERATURE.  
FEEL MY FORE-  
HEAD.

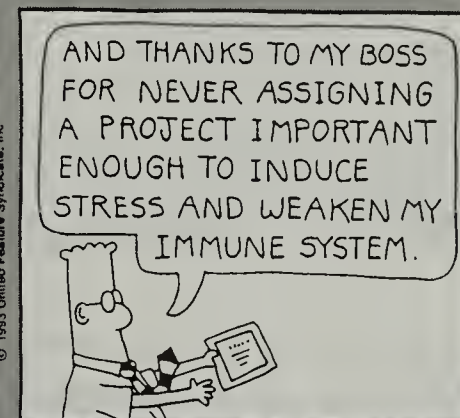
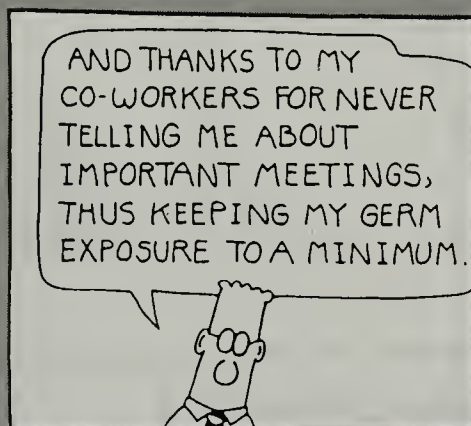
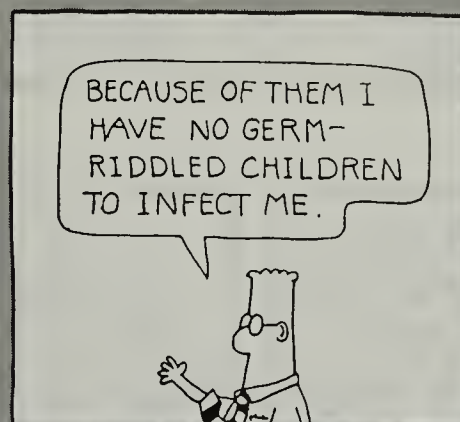
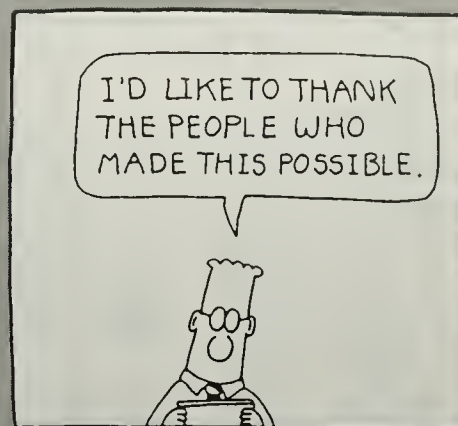


FACE IT,  
YOUR GLORY  
DAYS ARE  
PAST.

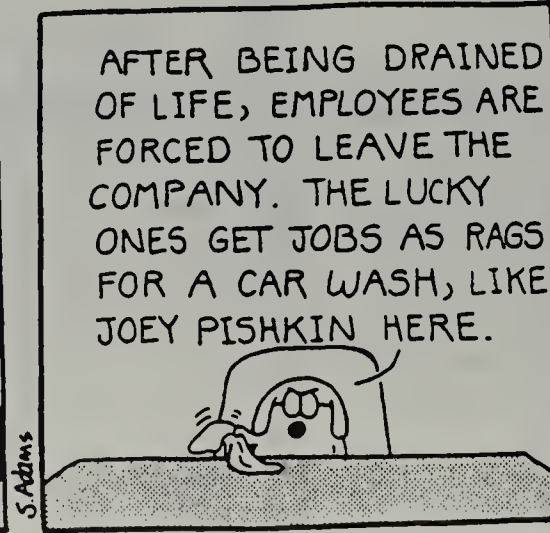
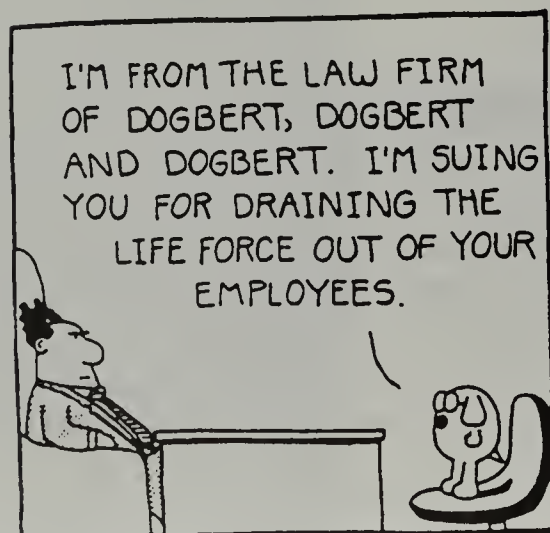
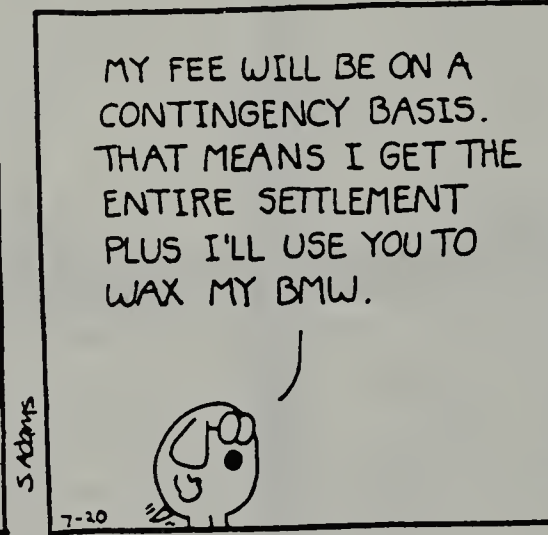
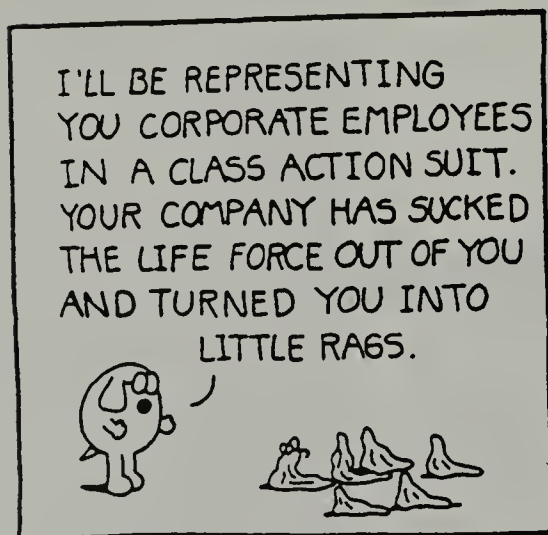
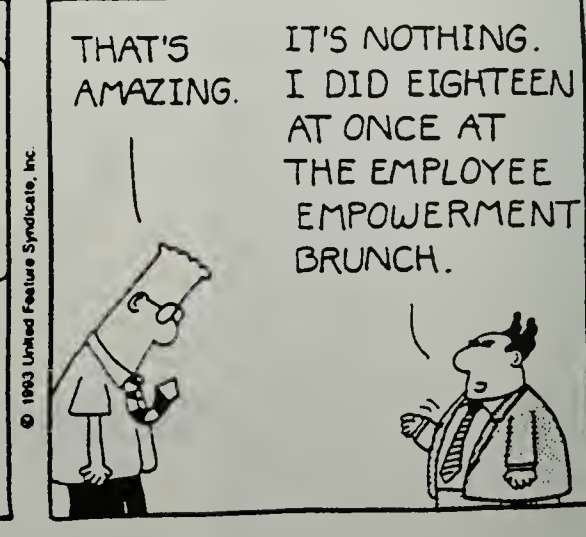
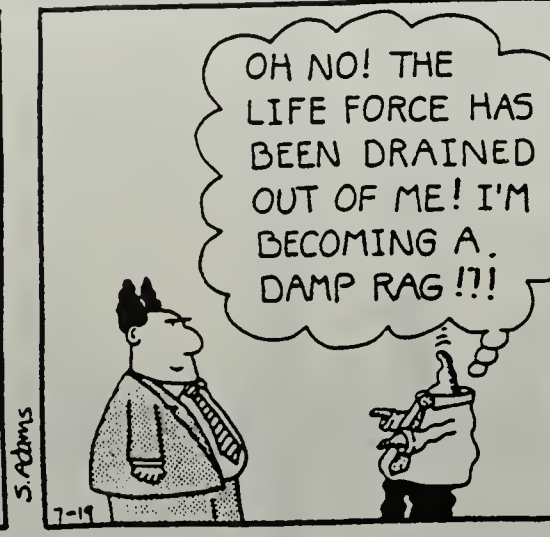


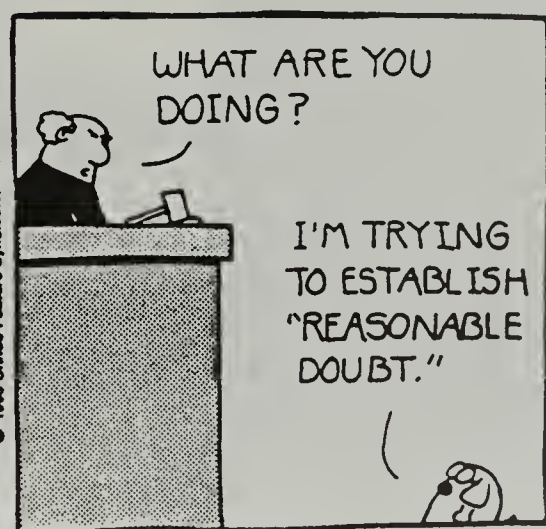
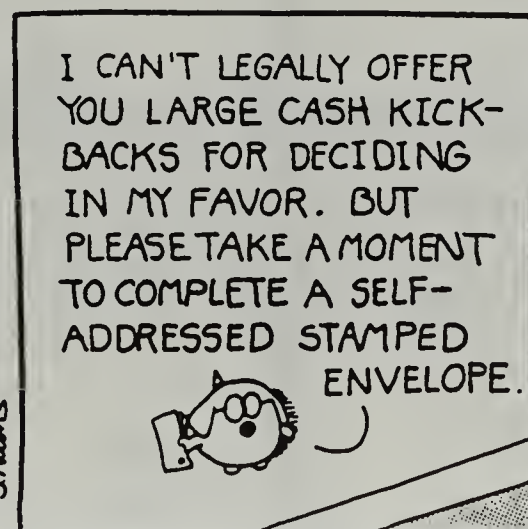
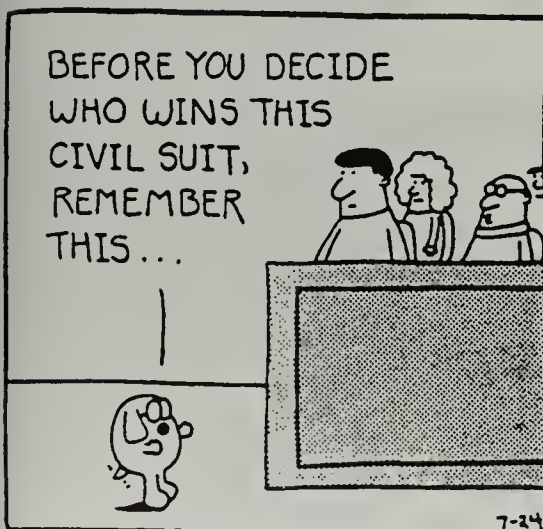
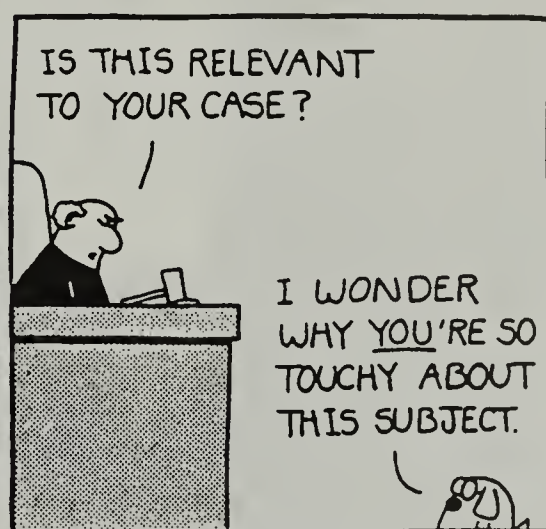
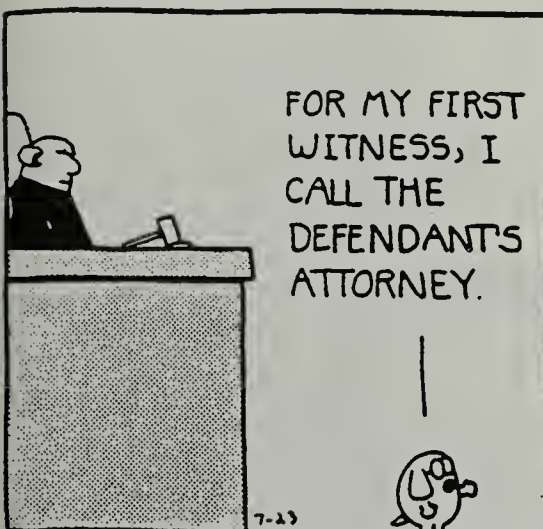
7-17



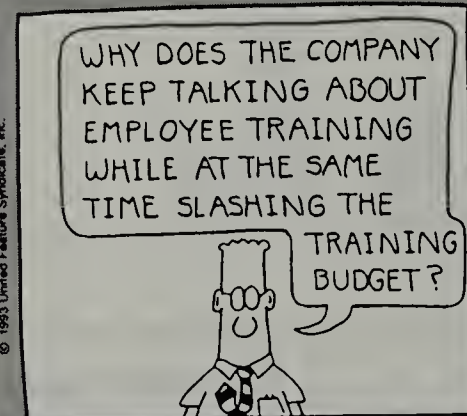




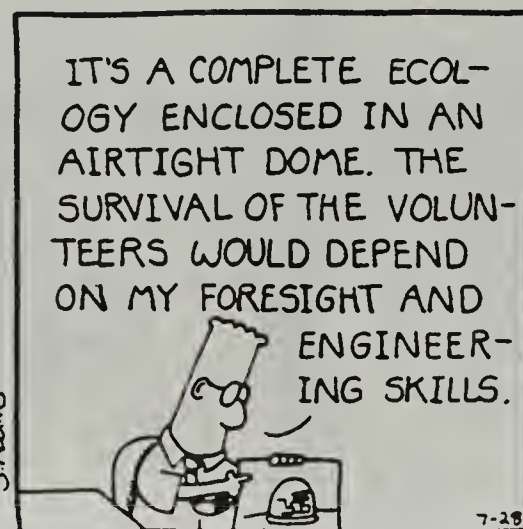
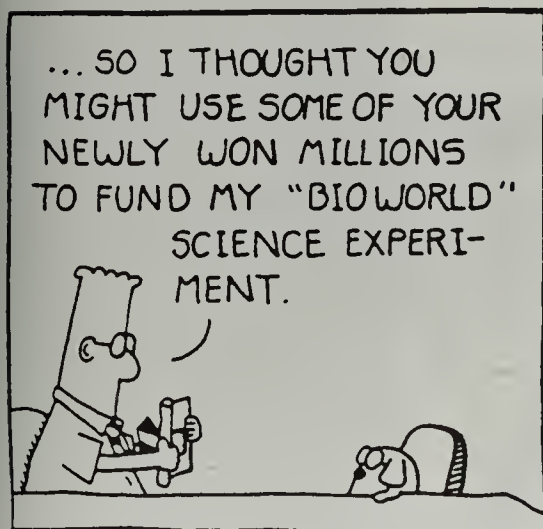
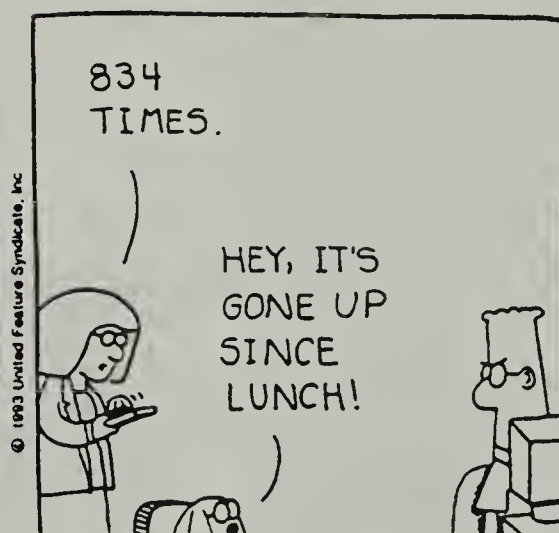
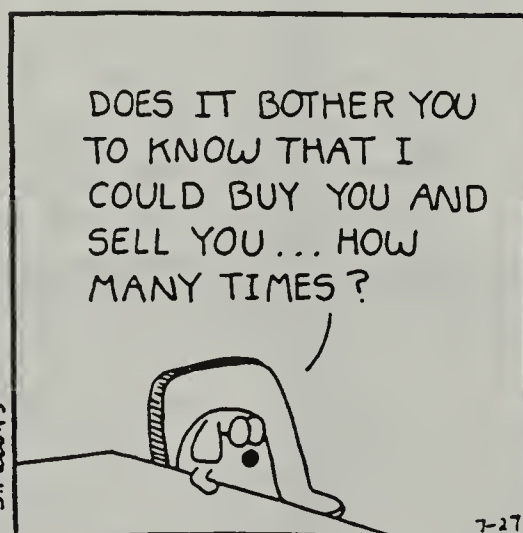
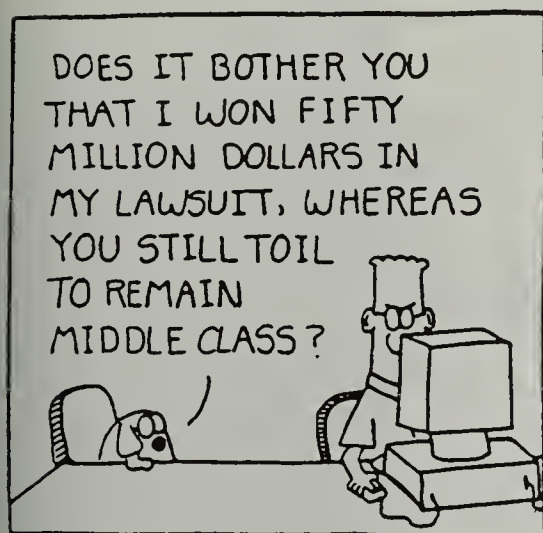






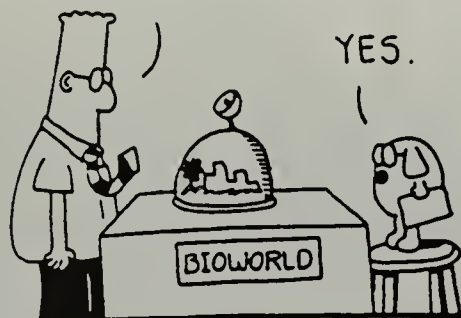






I'VE COMPLETED THE DESIGN FOR BIOWORLD. HAVE YOU SELECTED THE VOLUNTEERS?

YES.



S. Adams

7-29

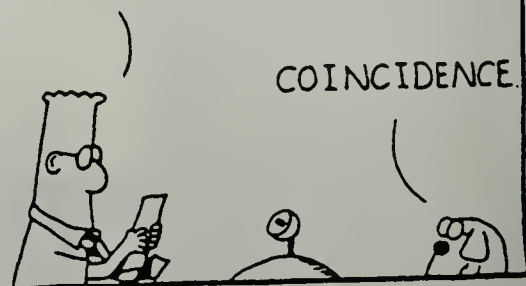
SO... THESE ARE THE BRAVE PEOPLE WHOSE LIVES WILL DEPEND ON MY ABILITY TO ENGINEER A BALANCED ECOLOGY.



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SEVEN CAR SALESMEN PLUS RATBERT...

COINCIDENCE.



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THE BIOWORLD DOME IS NOW SEALED. YOU MUST LIVE OFF ITS RESOURCES FOR TWO YEARS.



S. Adams

7-30

THE EDIBLE PLANTS WERE DELIVERED JUST BEFORE THE DOME WAS SEALED. THEY ARE THE KEY TO YOUR SURVIVAL.



CAN SOMEBODY OPEN THE DELIVERY DOOR? I'VE GOT SOME PLANTS OUTSIDE.



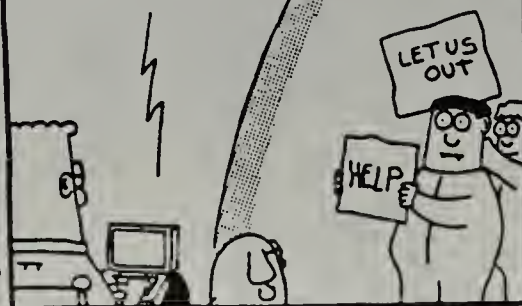
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"DAY ONE OF THE BIOWORLD EXPERIMENT IS OFF TO A ROCKY START."



7-31

"THE VOLUNTEERS HAVE NO EDIBLE PLANTS AND THE OXYGEN LEVEL IS DROPPING."

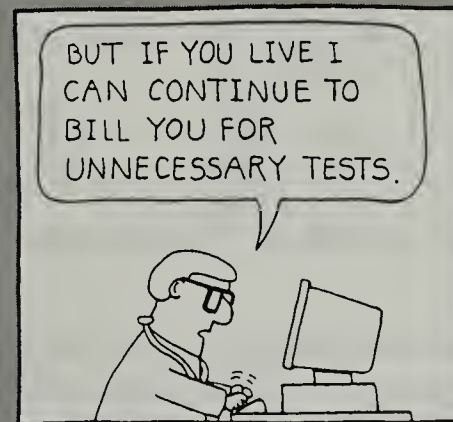
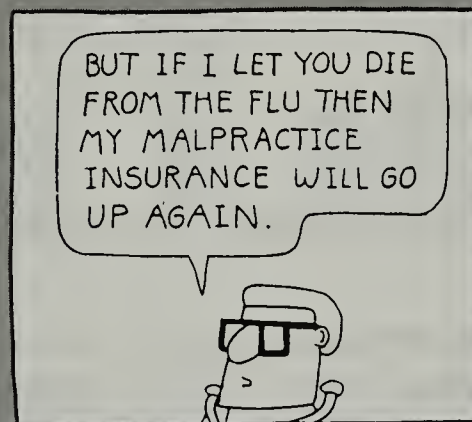
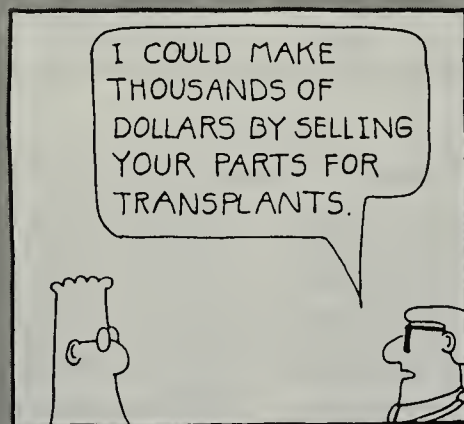


S. Adams

FORTUNATELY, MOST OF THE VOLUNTEERS ARE EX-CAR SALESMEN, SO WE REMAIN EMOTIONALLY UNINVOLVED.

LOOK HOW THEY SPELLED "OXYGEN."

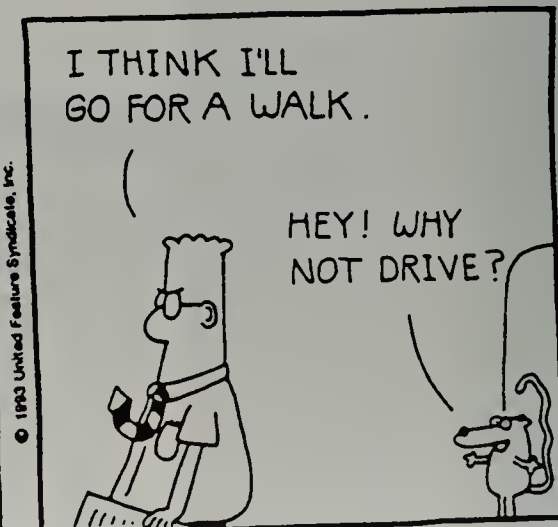
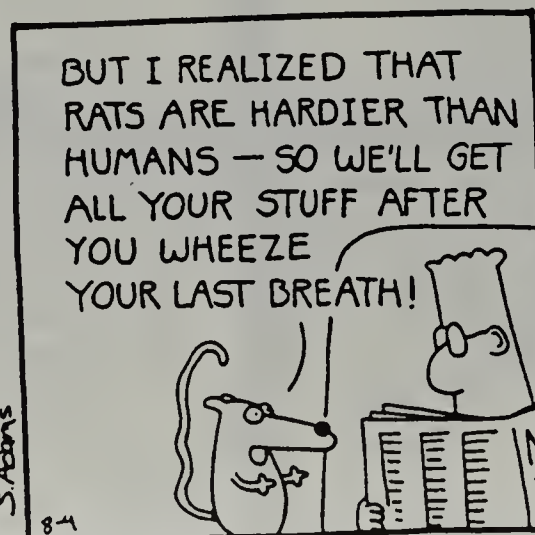
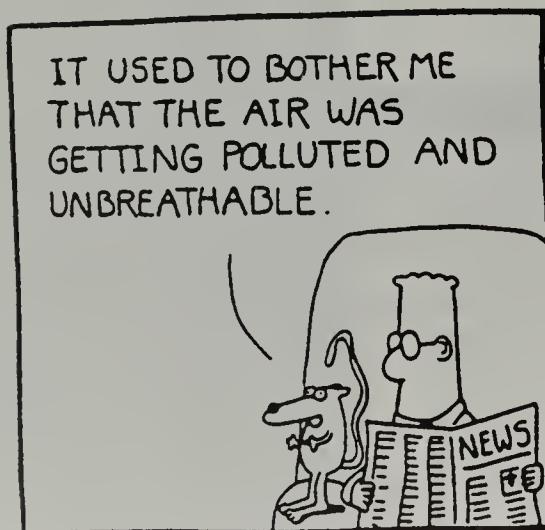
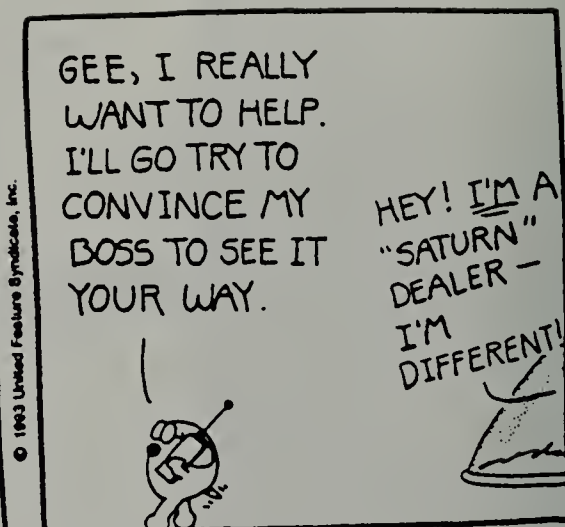
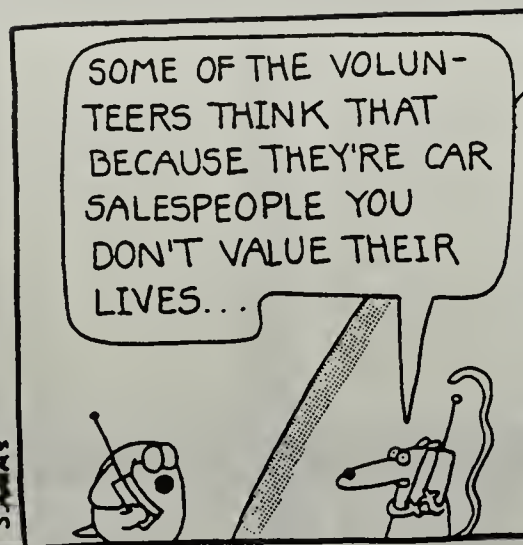
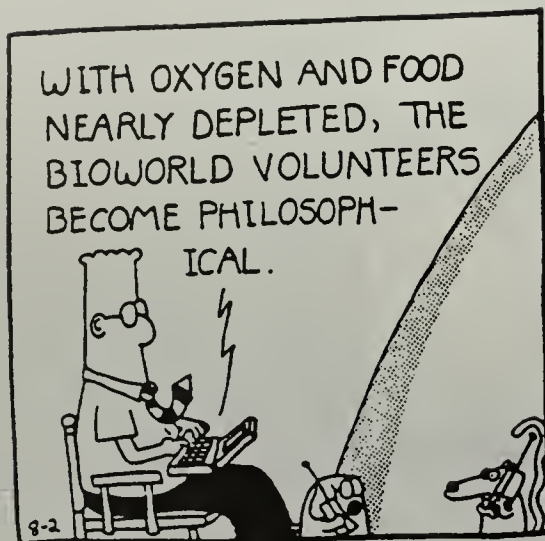


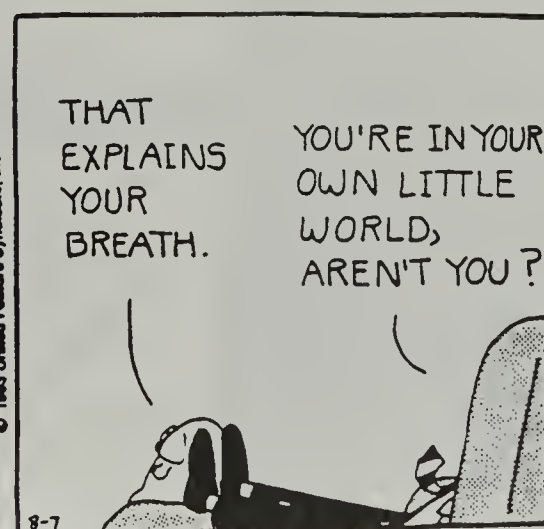
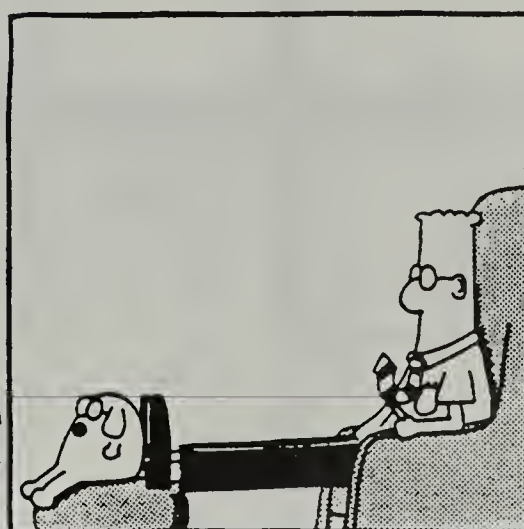
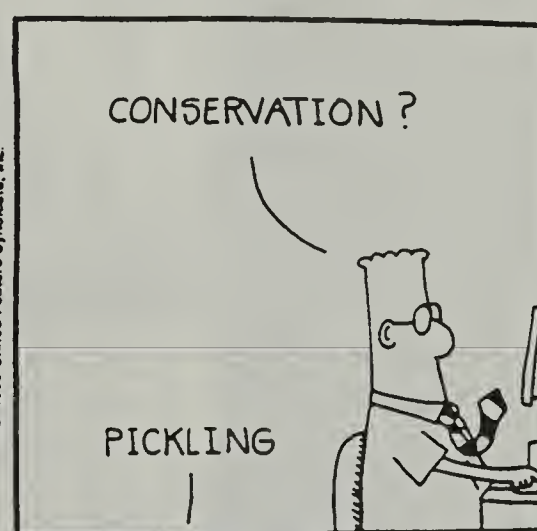
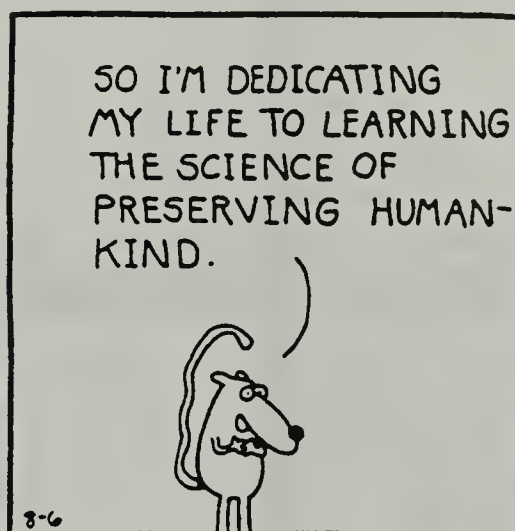
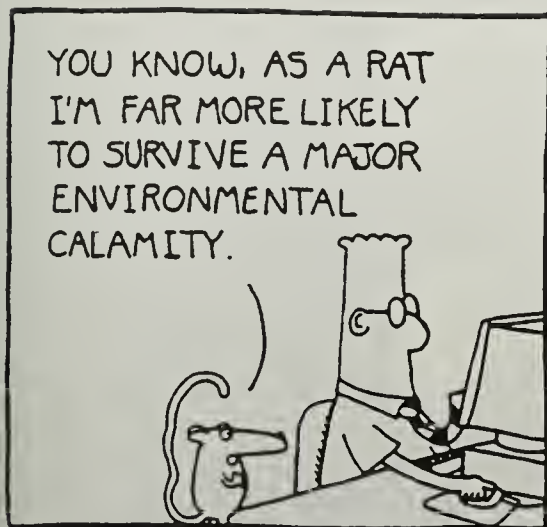


S. Adams

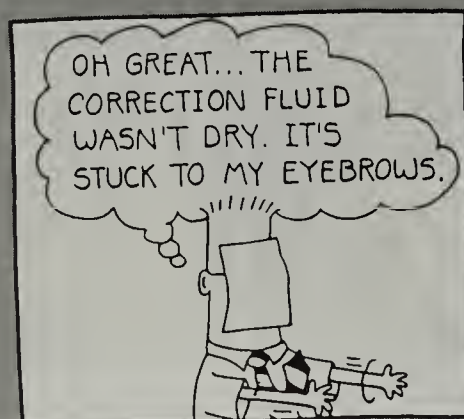
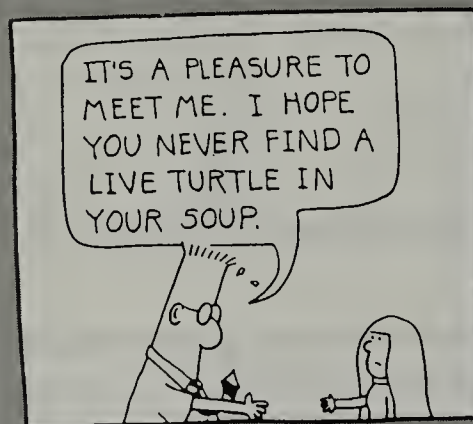
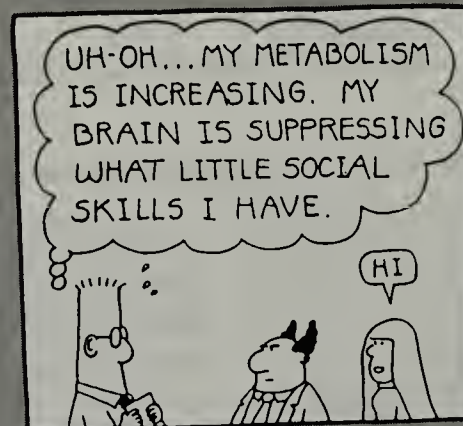
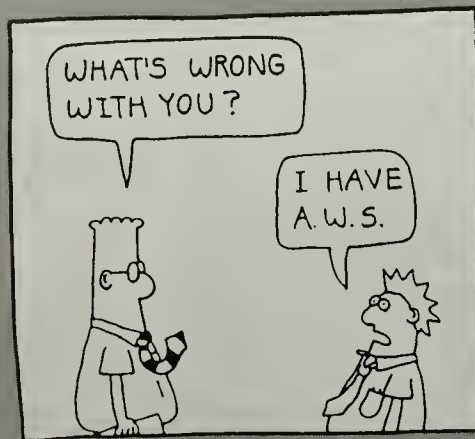
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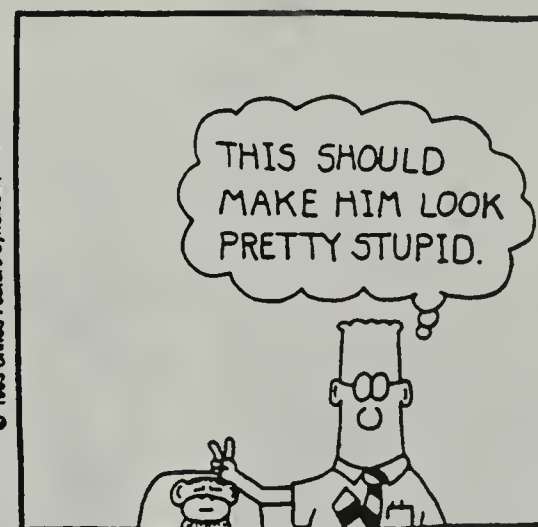
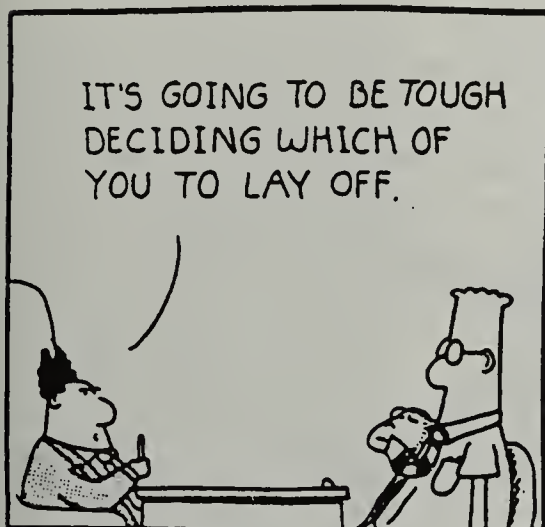
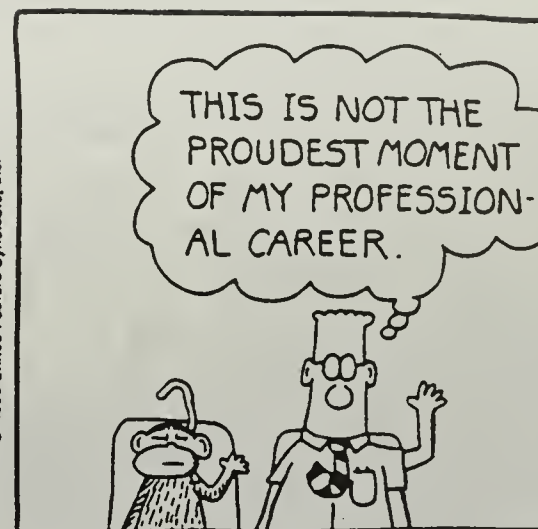
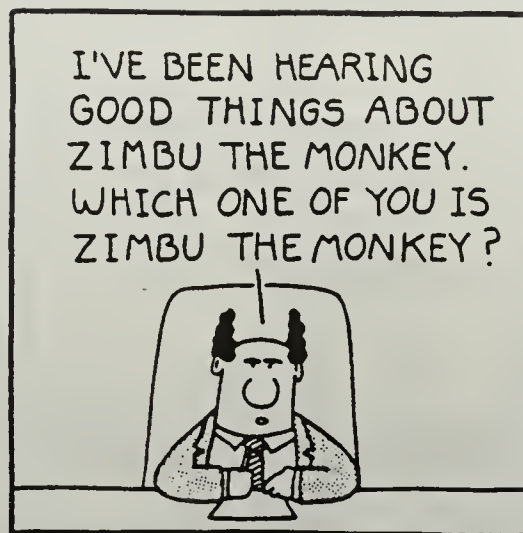
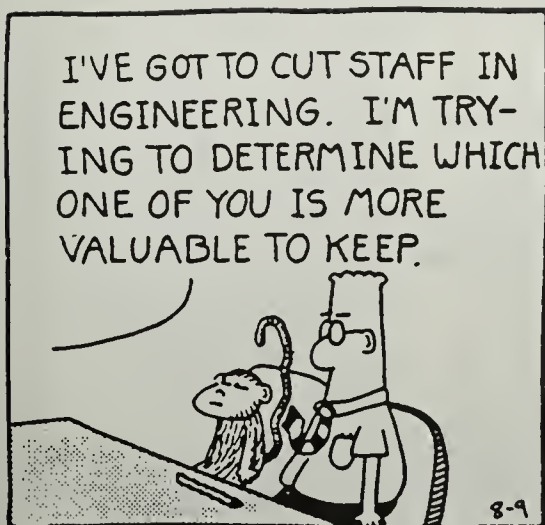












DILBERT AND ZIMBU  
COMPETE FOR ONE JOB.

THIS NEXT EVENT  
TESTS YOUR HUMOR  
AND CREATIVITY.



S. Adams

THE OBJECTIVE IS TO  
SEE HOW MUCH FUN  
YOU CAN HAVE IN  
THE BARREL. WHO  
WANTS TO GO FIRST?



8-12

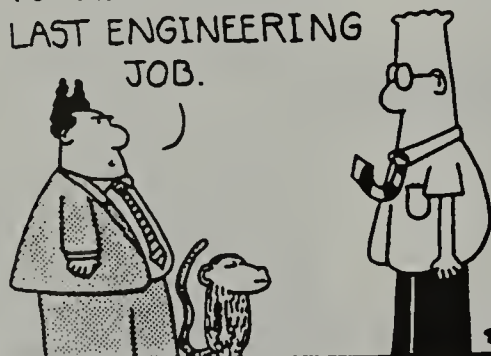
THIS IS NO  
FAIR. ZIMBU  
IS A MONKEY.  
HE HAS AN  
ADVANTAGE.

ACTUALLY,  
THIS IS A  
TEST OF  
YOUR  
GULLIBIL-  
ITY.



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AFTER COMPARING THE  
TWO OF YOU, I'VE DECIDED  
TO KEEP DILBERT FOR THE  
LAST ENGINEERING  
JOB.



8-13

S. Adams

YES! I WIN, YOU  
LITTLE BANANA-  
EATING-FLEA-HOTEL!  
HA HA HA HA!!!



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I'M PUTTING  
ZIMBU ON  
THE MANAGE-  
MENT FAST-  
TRACK.



BAD TIME  
FOR THE  
VICTORY  
JIG.

DOES ANYBODY HAVE  
ANY QUESTIONS ABOUT  
OUR PLAN? ASK ME  
ANYTHING—THERE ARE  
NO "STUPID" QUESTIONS.



S. Adams

IF YOU CROSSED THE  
INTERNATIONAL  
DATE LINE ON YOUR  
BIRTHDAY, WOULD  
YOU STILL GET  
PRESENTS?



8-14

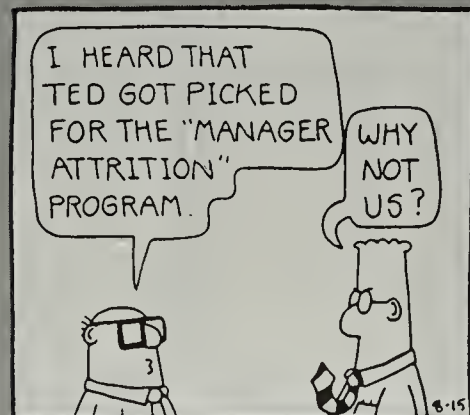
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OH GREAT... THERE  
ARE STUPID QUESTIONS  
AND I DON'T KNOW  
THE ANSWERS.

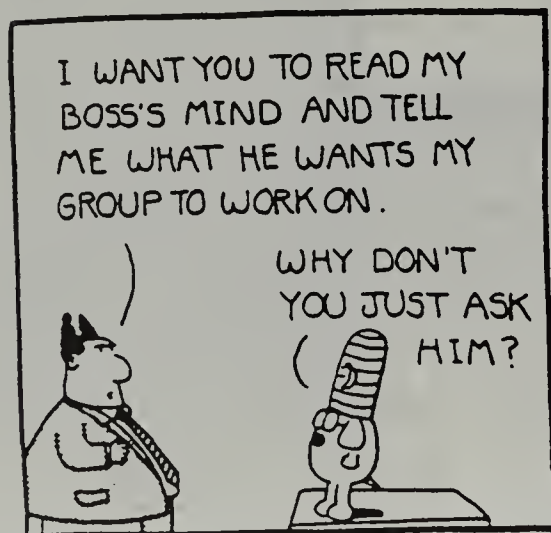
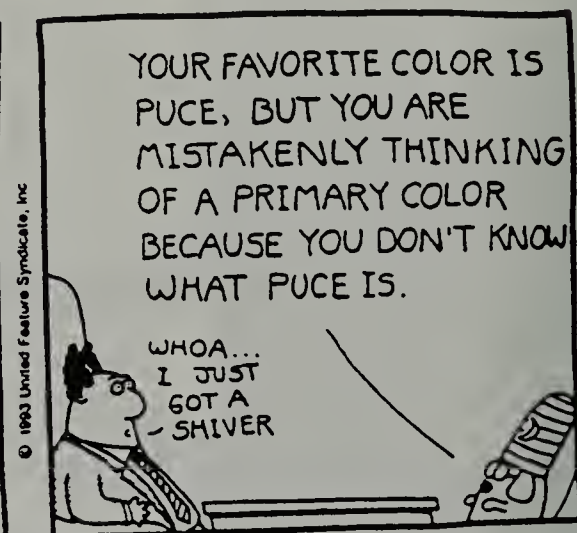
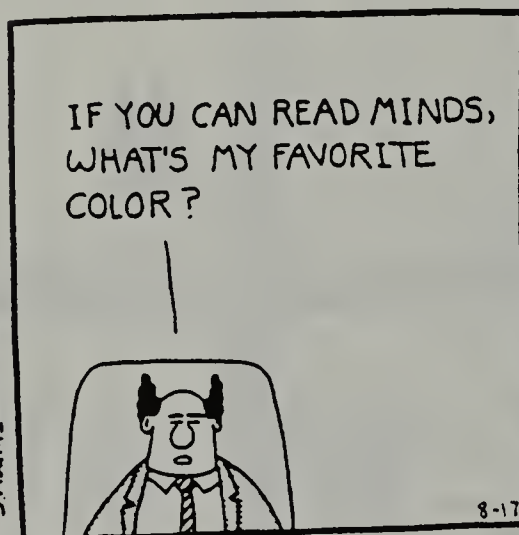
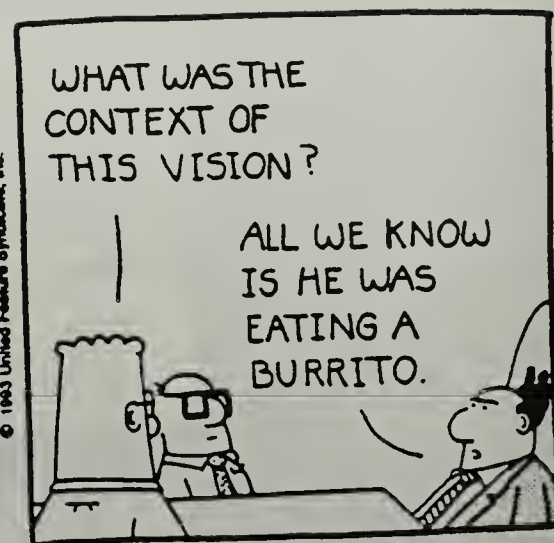
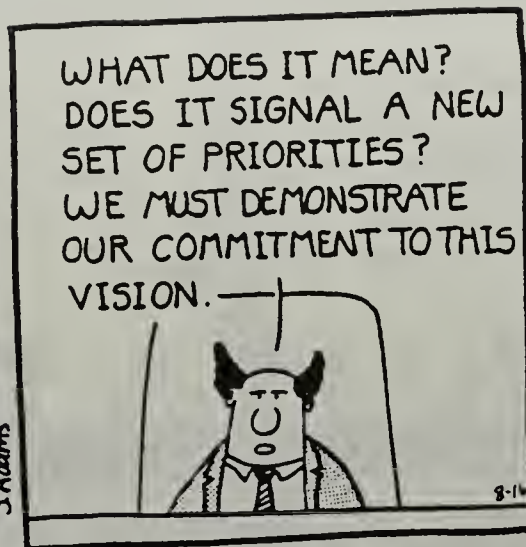
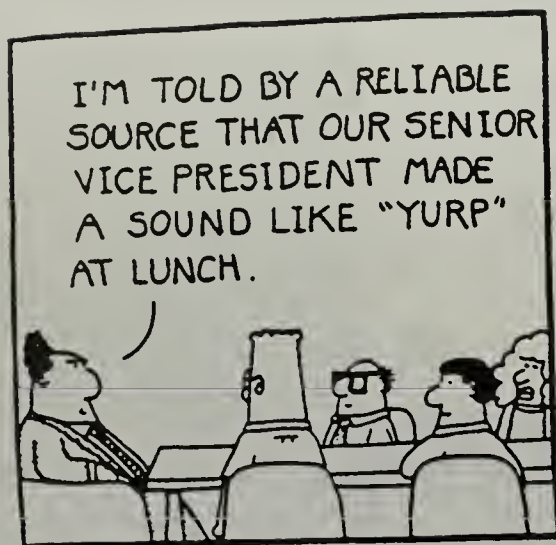


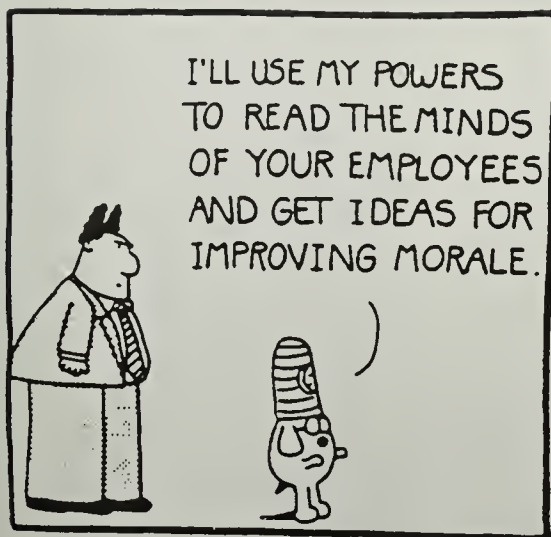


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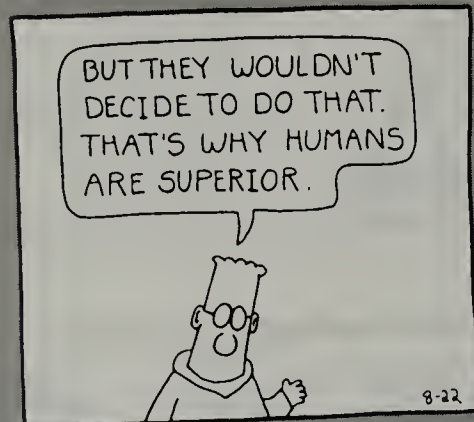
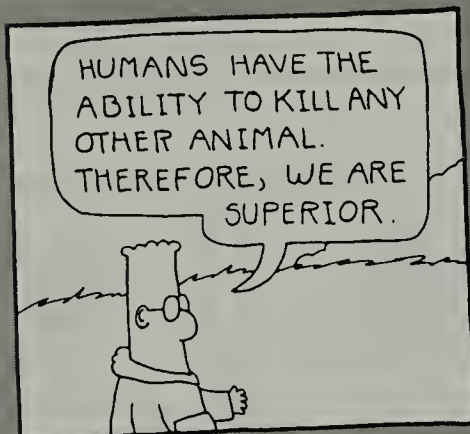
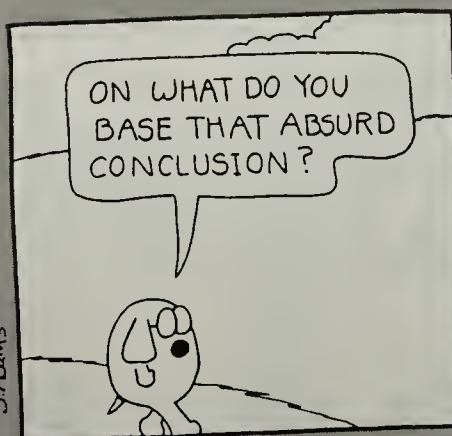








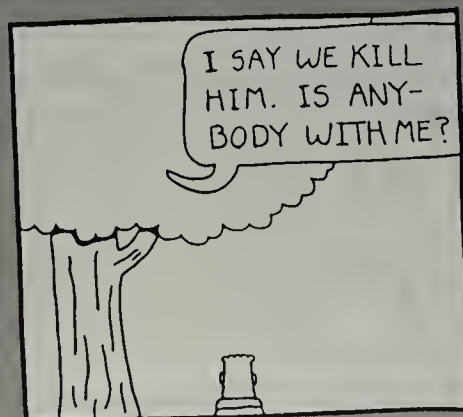
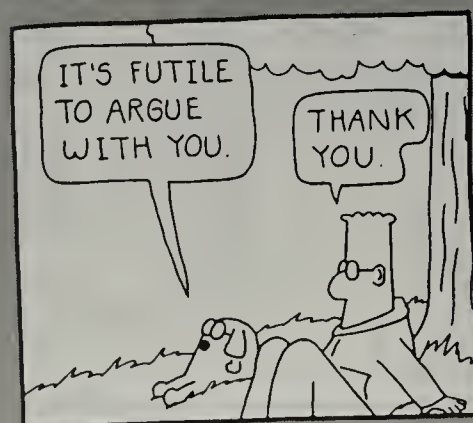
S. ADAMS



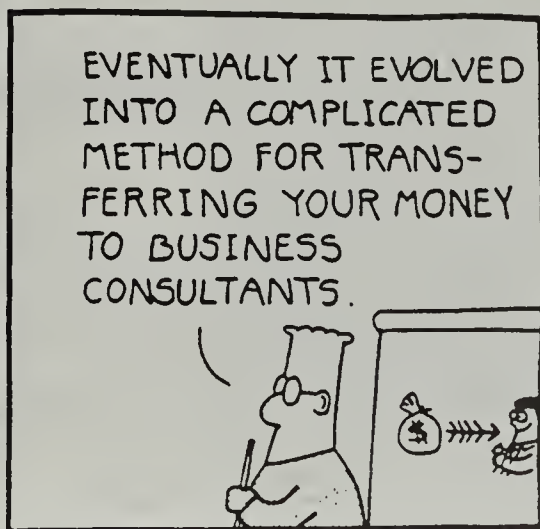
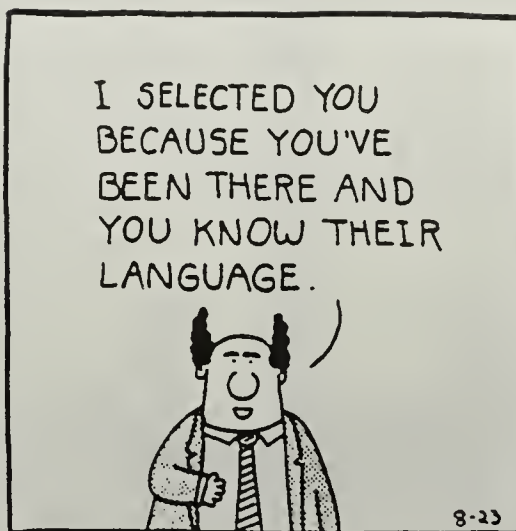
8-22



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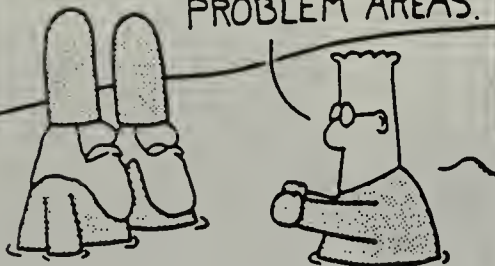






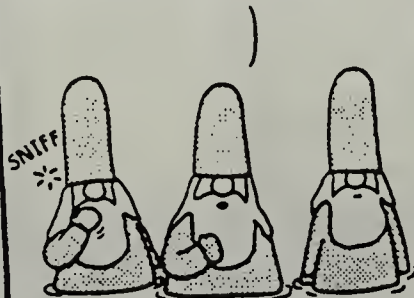
DILBERT TEACHES ELBONIA  
"TOTAL QUALITY" METHODS.

YOU START BY  
IDENTIFYING  
PROBLEM AREAS.



S. Adams

HMM... SOMETIMES OUR  
MITTENS GET STUCK TO  
OUR NOSES AND WE  
CAN'T BREATHE.



8-26

YORGI! TRY  
TO BREATHE  
WITH YOUR  
MOUTH!

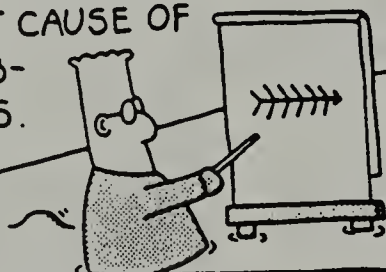
PEOPLE!  
LET'S TALK  
METRICS,  
PLEASE!



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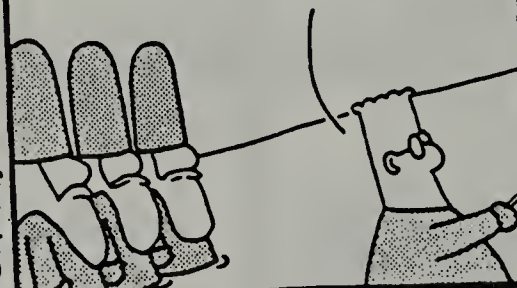
DILBERT TEACHES "QUALITY"  
MANAGEMENT IN ELBONIA

THE FISHBONE DIAGRAM  
HELPS IDENTIFY THE  
ROOT CAUSE OF  
PROB-  
LEMS.



S. Adams

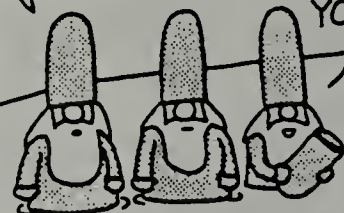
IN YOUR CASE, THE  
ROOT PROBLEM SEEMS  
TO BE THAT YOU'RE A  
NATION OF IMBECILES...



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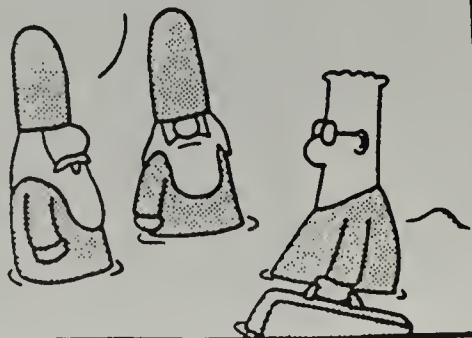
TRUE, BUT YOU'RE THE  
ONE WHO HAD TO DRAW  
A DEAD FISH TO FIGURE  
IT OUT.

YOU'RE IN THE  
CLUB! HERE'S  
YOUR HAT.



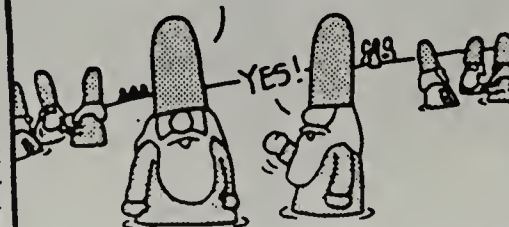
8-27

THANK YOU FOR TEACH-  
ING US "QUALITY"  
TECHNIQUES.



S. Adams

MANUFACTURING  
DEFECTS ARE DOWN  
FIFTY PERCENT SINCE  
WE ALL JOINED  
"QUALITY TEAMS."



8-28

HOW'S OUR  
PRODUCTIVITY,  
YORGI?

DOWN  
FIFTY  
PERCENT.

THEY'RE  
ON TO ME.

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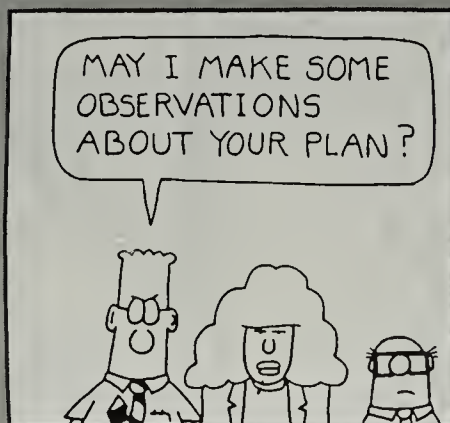


S. Adams

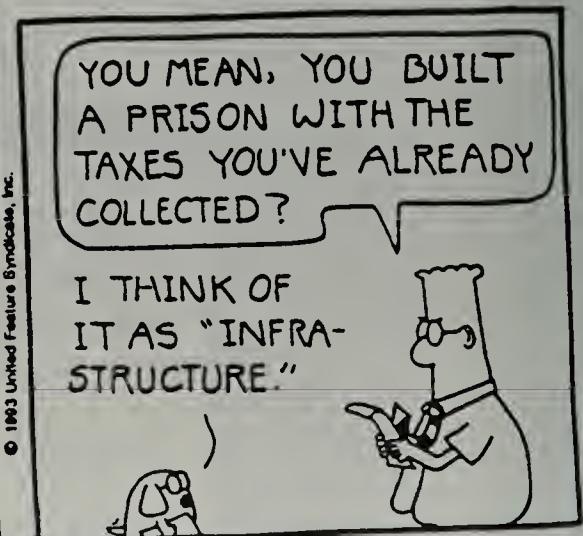
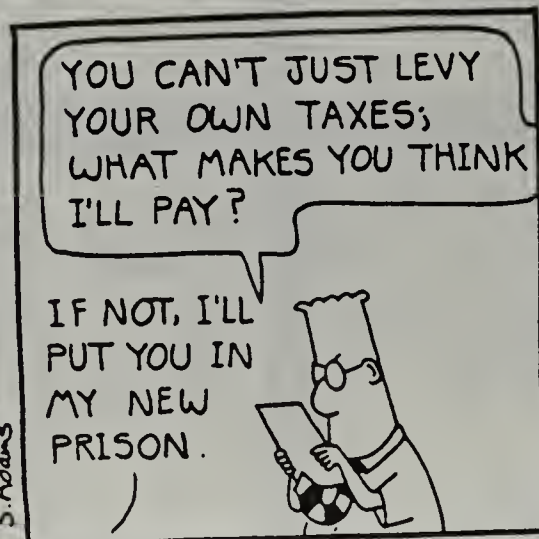
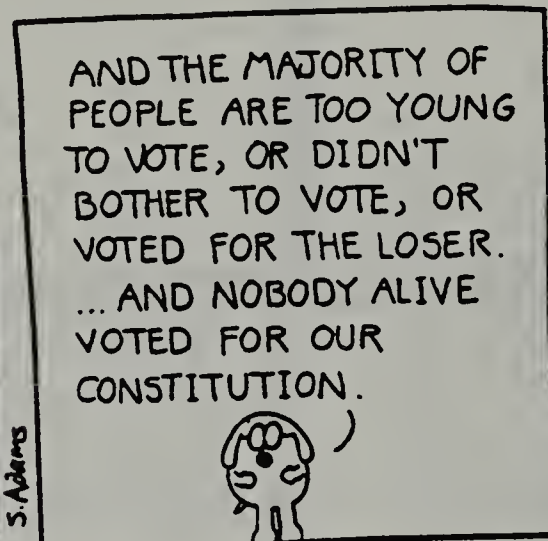
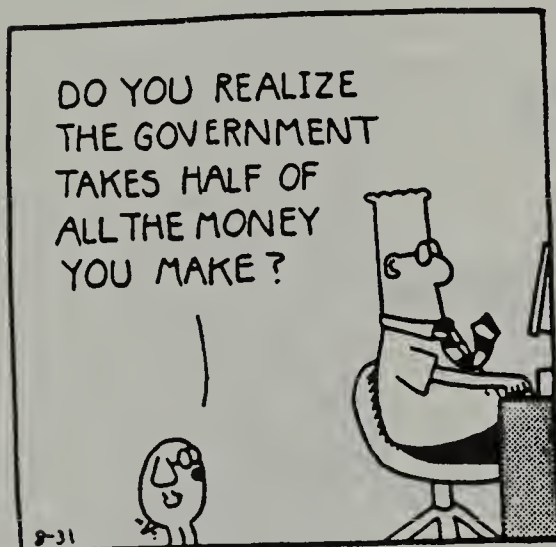
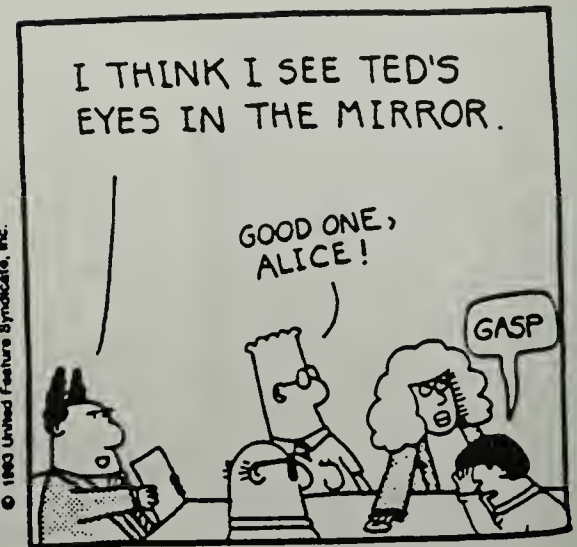
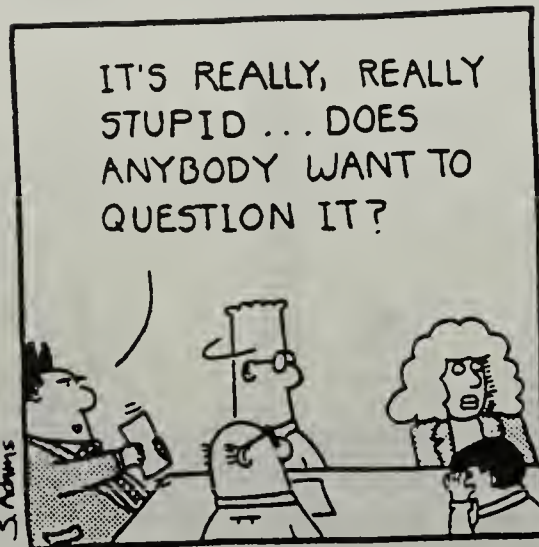


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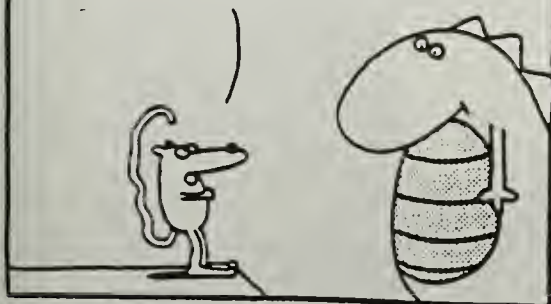
8-29





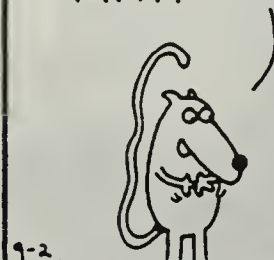


LISTEN TO ME, BOB.  
INDIVIDUALLY, WE'RE  
NOTHING BUT A RAT  
AND A DINOSAUR...



S. Adams

BUT IF WE TEAM UP  
WE'D HAVE YOUR  
MIGHTY STRENGTH  
PLUS MY...UH...  
MY...



9-2

BRAIN?

NO, THAT  
DOESN'T  
SOUND  
RIGHT.



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WHAT A TEAM  
WE MAKE, BOB!



S. Adams

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



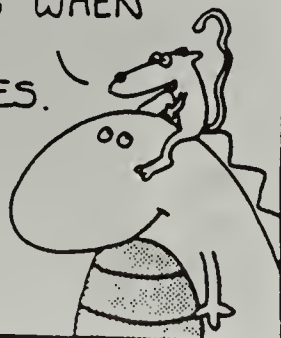
ELWW! IT'S  
A HUGE  
LIZARD  
WITH A  
TALKING  
ZIT. I'M  
GONNA BE  
SICK.

GREAT... I  
GOT A  
DEFECTIVE  
DINOSAUR.



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AS PART OF OUR  
SYMBIOTIC RELATION-  
SHIP I'LL SHOUT A  
WARNING WHEN  
DANGER  
APPROACHES.



S. Adams

THERE'S A HOLE IN  
THE OZONE LAYER!  
CONSUMER CONFIDENCE  
IS DOWN A POINT!



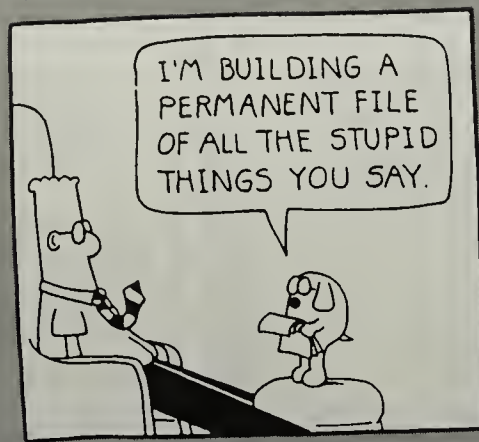
ANGRY  
DINOSAUR  
WITH BIG  
TAIL!

YOU CALL THAT  
SYMBIOTIC??!

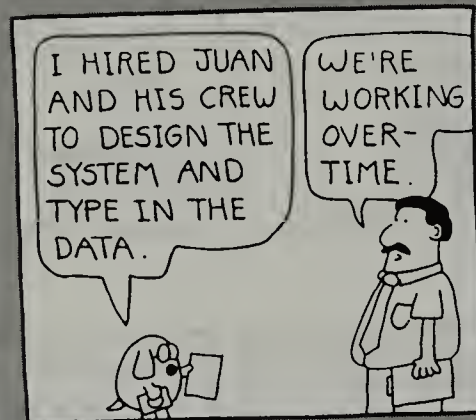
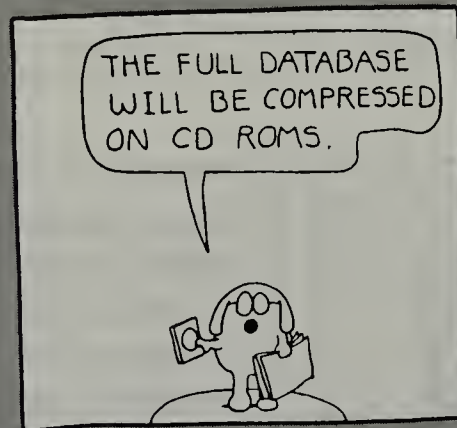


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S. Adams



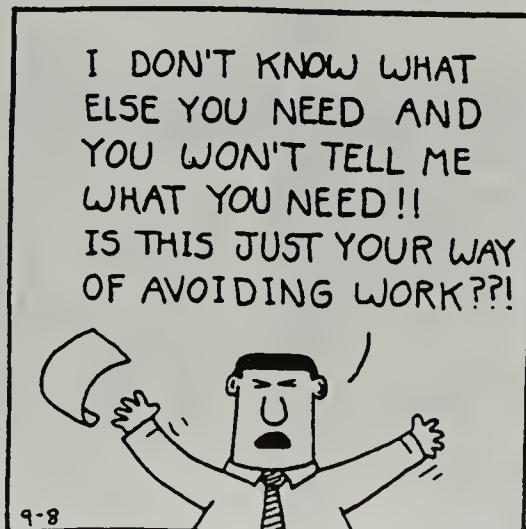
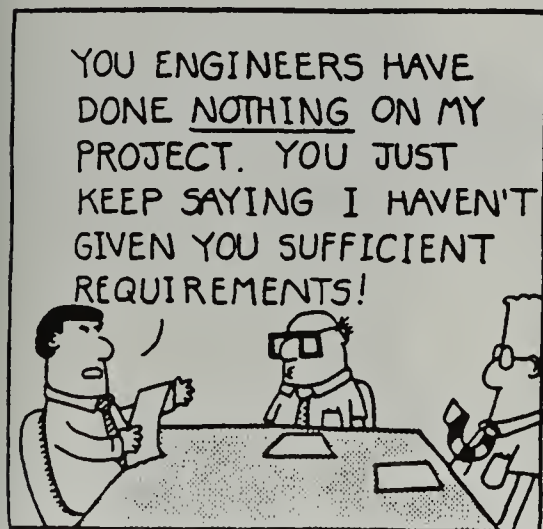
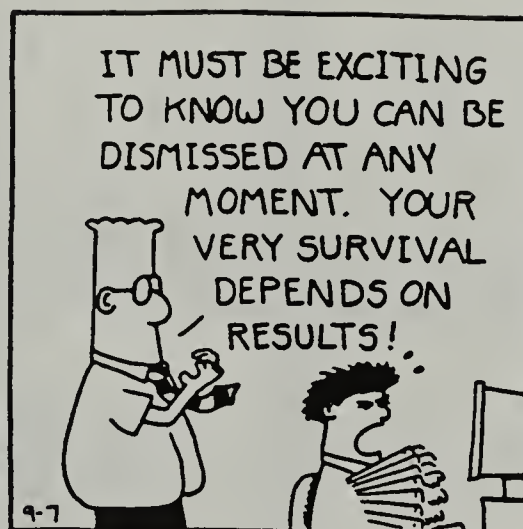
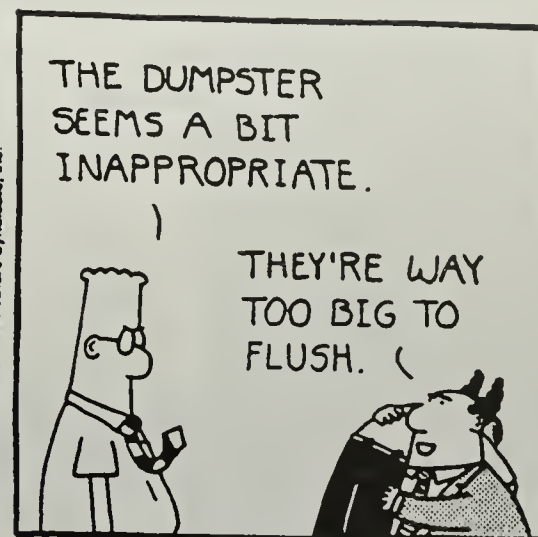
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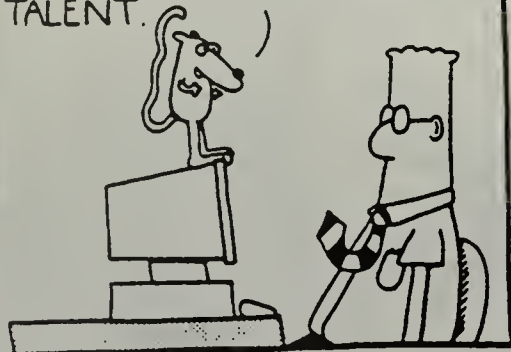
9-5







I FIGURED THAT YOU  
WOULD RESPECT ME MORE  
IF I HAD SOME SORT OF  
TALENT.



S. Adams

SO I TAUGHT MYSELF  
TO SING BARRY  
MANILOW'S GREATEST  
HITS WHILE SLAPPING  
MY HEAD RHYTHMICALLY.



9-9

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A-A-AT THE  
COPA ~~SLAP~~  
OW! COPA  
CABANA  
~~SLAP~~  
OW!

I'M ACTUALLY  
ENJOYING  
THIS AND IT  
DEEPLY  
DISTURBS  
ME.



WHAT ARE  
YOU FILM-  
ING?

RATBERT GOT  
HIS OWN  
CABLE TV  
CHANNEL.



9-10

S. Adams

NOW THAT CABLE TV  
HAS A THOUSAND  
CHANNELS THEY'RE  
DESPERATE FOR  
ORIGINAL PROGRAMS.



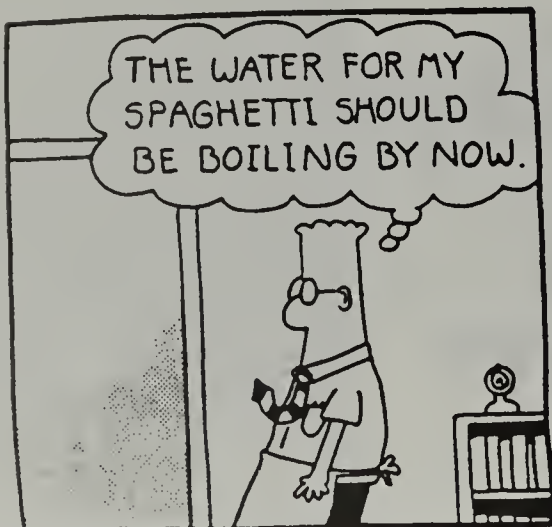
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BACK IN THE SIX-  
HUNDREDS I SAW  
A RAT SLAPPING  
HIS HEAD TO A  
BARRY MANILOW  
TUNE.

THAT'S  
WORTH  
A SECOND  
LOOK.

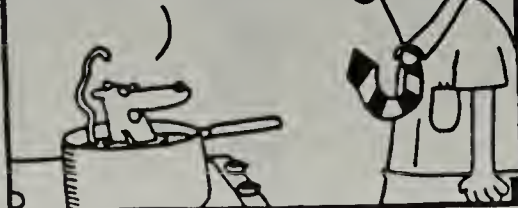


THE WATER FOR MY  
SPAGHETTI SHOULD  
BE BOILING BY NOW.



S. Adams

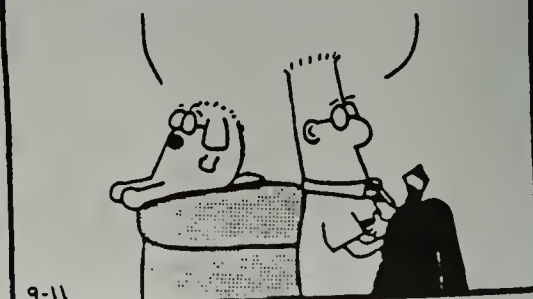
OOPS! YOU CAUGHT  
ME. I USUALLY  
FINISH HOT  
TUBBING  
BEFORE YOU  
GET BACK.



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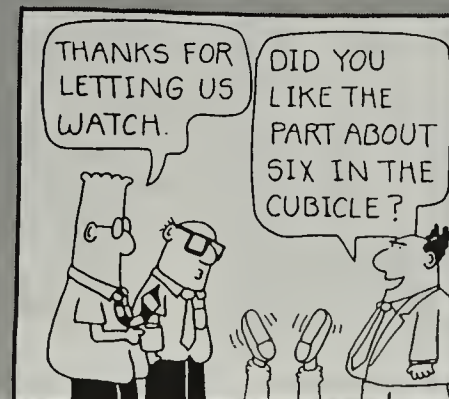
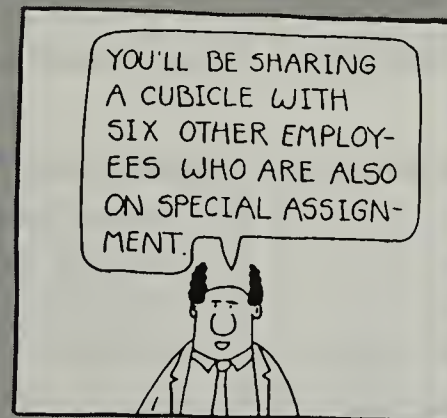
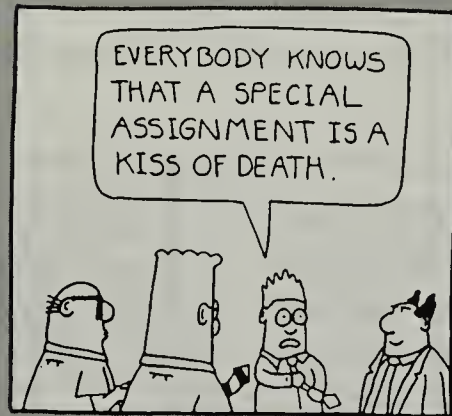
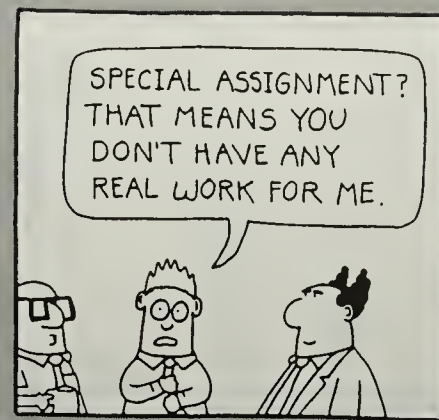
IT RAISES A  
BIG QUESTION  
MARK ABOUT  
THE CAPERS.

CAPERS?

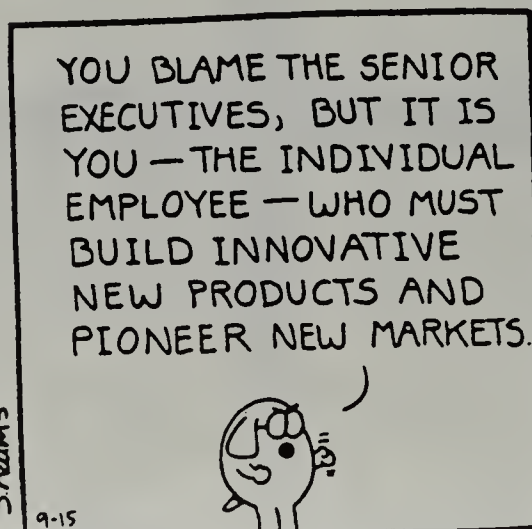
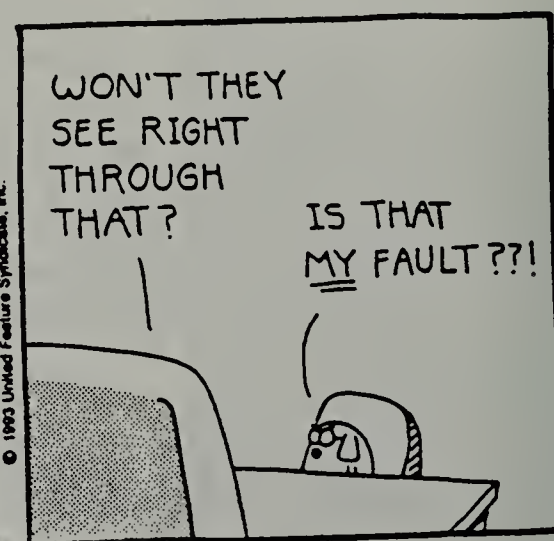


9-11









DOGBERT IS HIRED AS A  
BLAME CONSULTANT.

THE COMPANY'S WOES  
ARE YOUR FAULT, NOT  
SENIOR MANAGEMENT'S!



S. Adams

DO YOU REALIZE HOW  
MUCH YOU COULD GAIN  
PERSONALLY BY  
MAKING THE COMPANY  
A SUCCESS?



I WOULD GET A NICE  
PLAQUE IN A PLASTIC  
FRAME.

YEAH... I WAS  
HOPING YOU  
DIDN'T KNOW.



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HERE'S MY CONSULTING  
REPORT ON YOUR  
COMPANY.



S. Adams

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



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

VIVID,  
ISN'T IT?



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RATBERT, DID YOU KNOW  
THAT YOUR BRAIN AUTO-  
MATICALLY COORDINATES  
MILLIONS OF ACTIVITIES  
EVERY SECOND?



S. Adams

IMAGINE IF IT GOT  
JUST A LITTLE BIT  
CONFUSED - ALL THOSE  
NEURONS FIRING  
RANDOMLY...

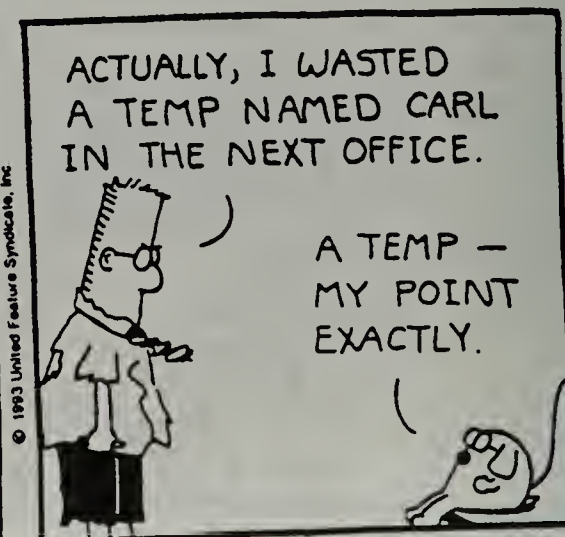
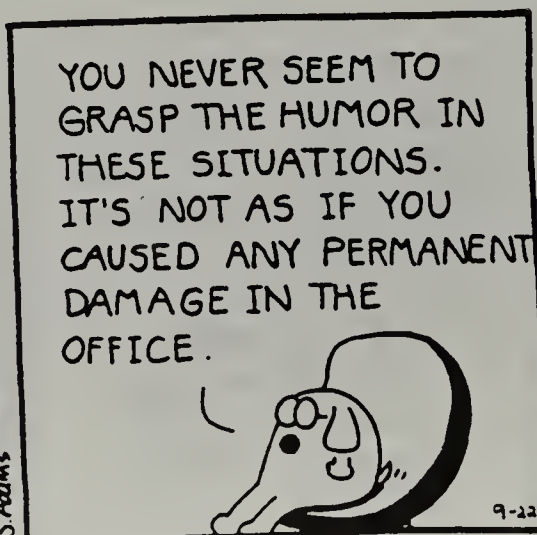
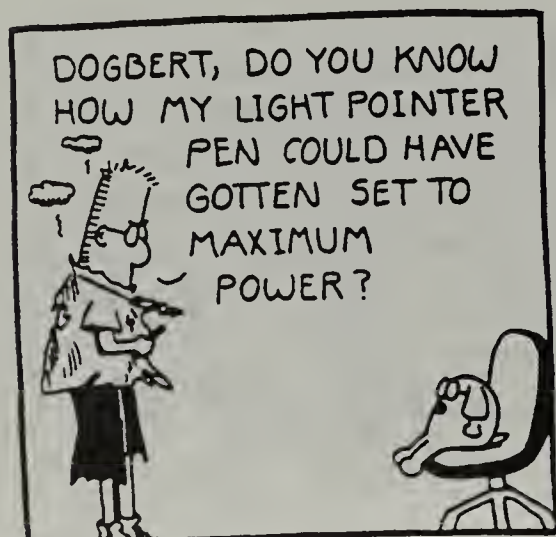
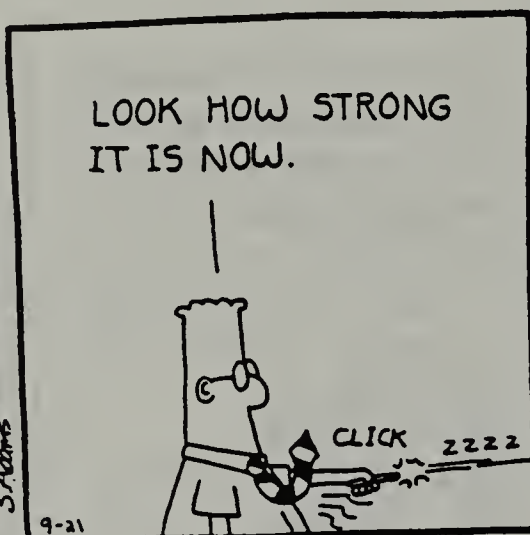
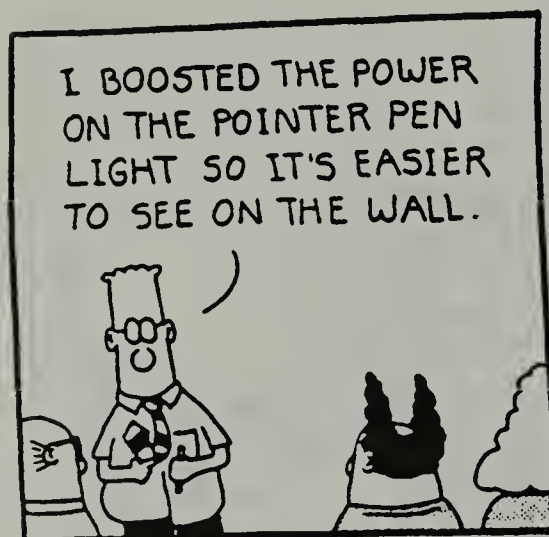
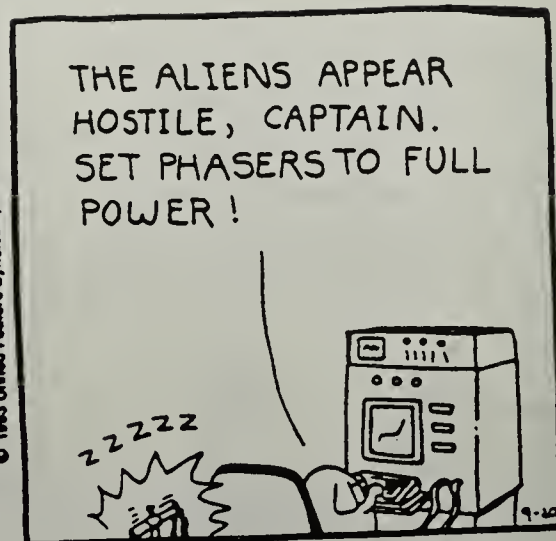
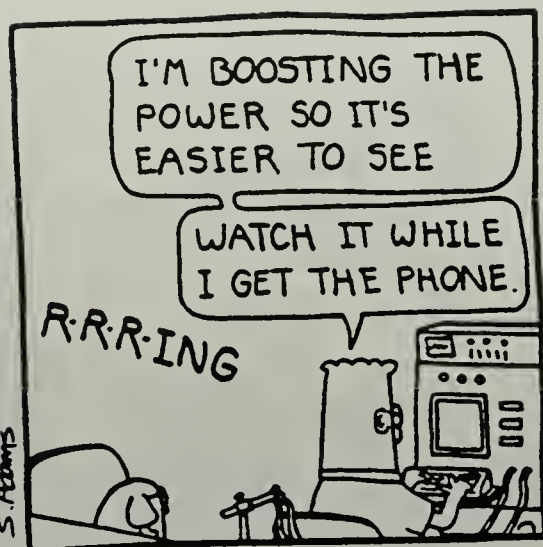
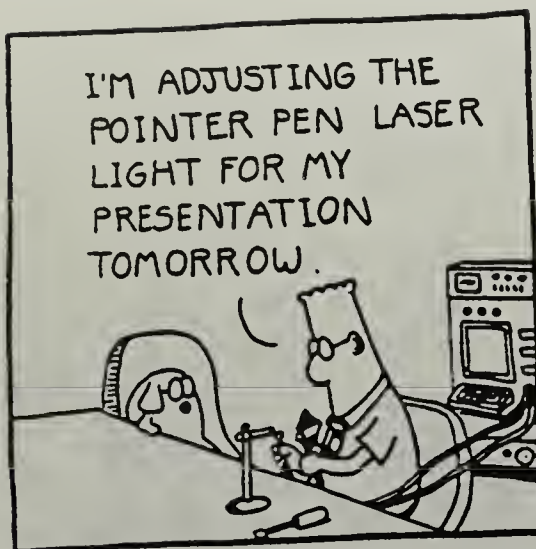


YOU DON'T ADD MUCH  
TO A CONVERSATION,  
BUT YOU'RE EASILY  
THE BEST LISTENER  
I'VE EVER MET.

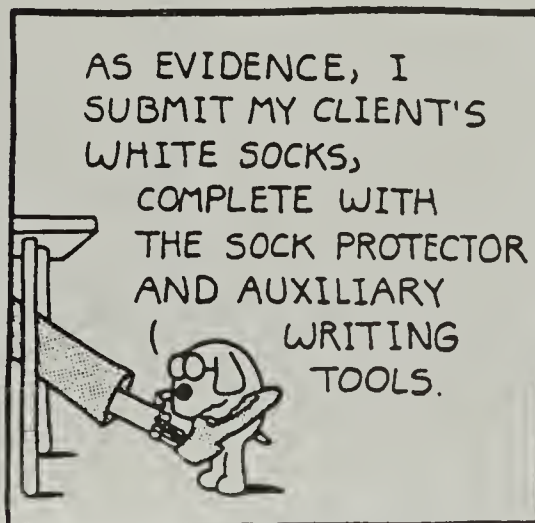
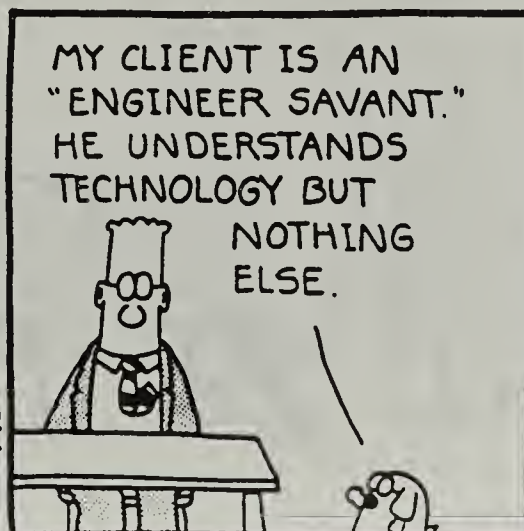
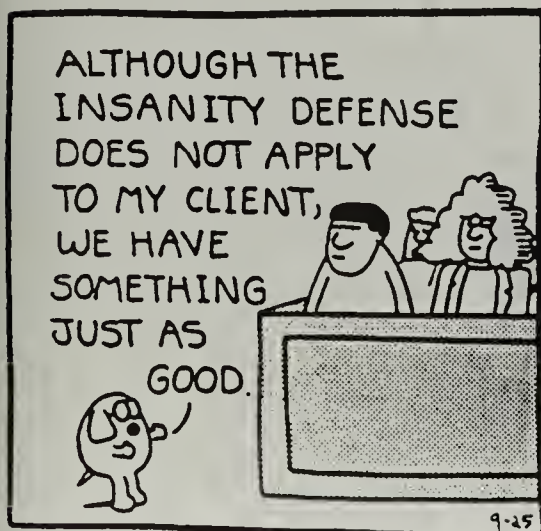
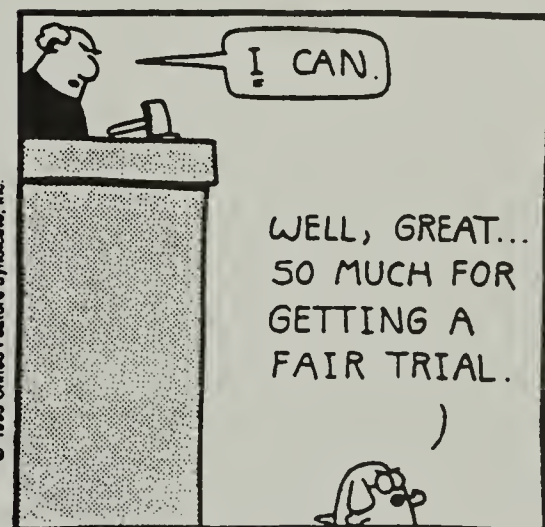
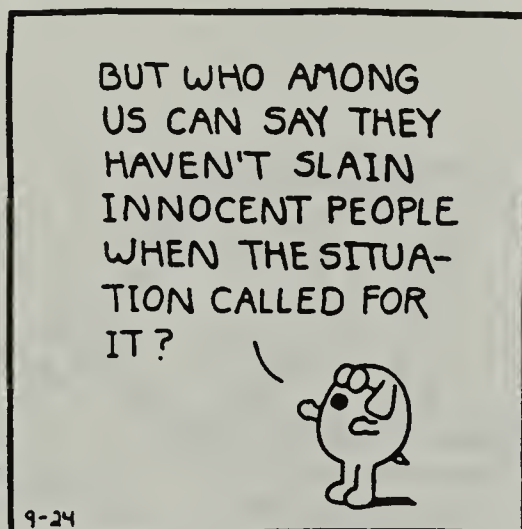
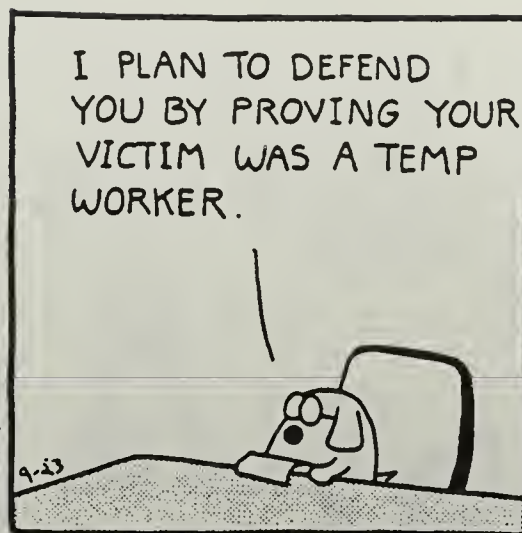


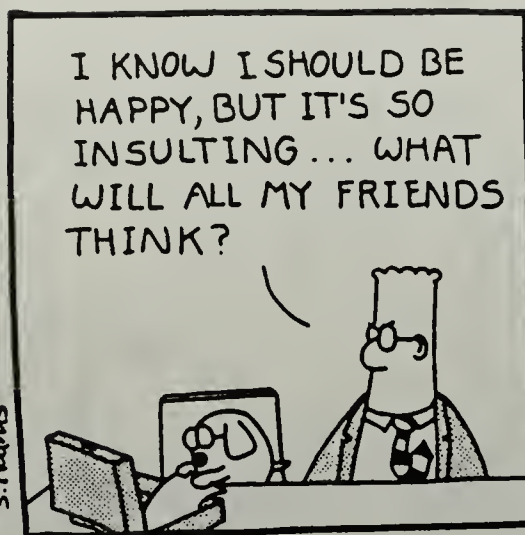
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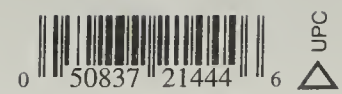






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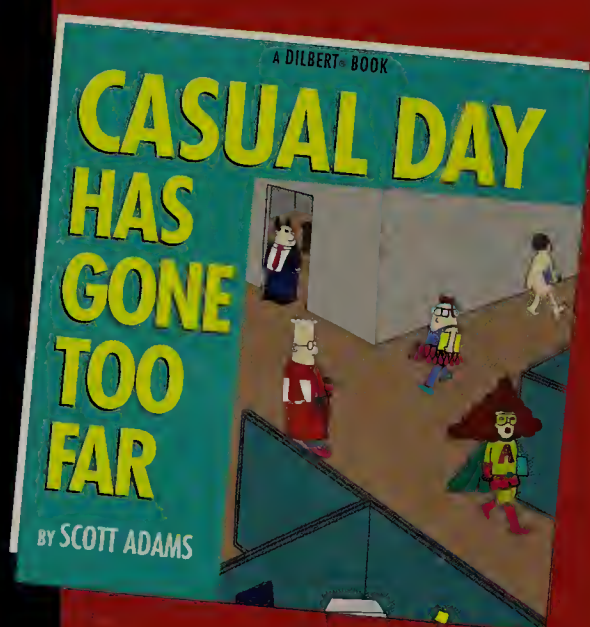






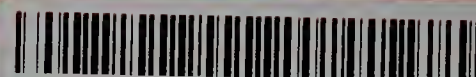
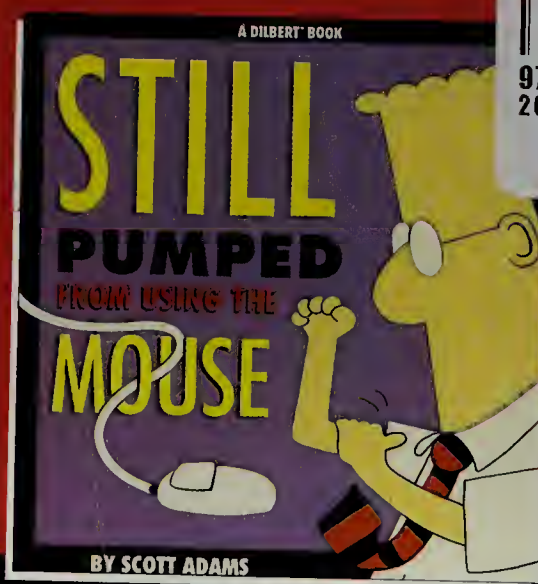


As anyone who has ever worked in an office environment surely knows, Dilbert is anything but incompetent when it comes to business & workplace humor. Dilbert's hilarious insights and spins on corporate life help millions of readers world-wide survive the daily drudgery, fast-track to frustration, and managerial missteps of the workplace. Since 1989, when Dilbert first lampooned the trials and tribulations of cubicle culture, Dilbert's popularity has expanded exponentially each year. Daring to poke fun at topics as depressing as "downsizing" has its rewards – Dilbert now appears in nearly 2,000 newspapers and is the focus of one of the most frequently visited entertainment sites on the Internet.



This book conveniently compiles three essential Dilbert volumes into one indispensable whole, chronicling business phenomena from the e-revolution to highly questionable "business-casual" clothing. Contains:

- Still Pumped from Using the Mouse (1996)
- Casual Day Has Gone Too Far (1997)
- I'm Not Anti-Business, I'm Anti-Idiot (1998)



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