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# UNDERLING THING WORKING OUT FOR YOU?



by SCOTT ADAMS



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12/11

**HOW'S THAT**  
**UNDERLING**  
**THING WORKING**  
**OUT FOR YOU?**

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# HOW'S THAT UNDERLING THING WORKING OUT FOR YOU?



by SCOTT ADAMS

Andrews McMeel  
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**For Shelly**

## Introduction

You don't hear the word *underling* much these days. Corporations prefer more generous titles for their employees, such as Associate, Staff Member, Individual Contributor, or Teammate. That makes good economic sense, because anything that makes employees happy is a substitute for higher pay. And words are totally free!

Starbucks calls their store employees Baristas, which is brilliant because the average person would accept lower pay if it came with a cool job title such as that, compared with something along the lines of Java Monkey, Pusher, or Bean Slave. Starbucks definitely picked the right one. Words matter.

Corporations probably wish they had given their employees extra-bad titles years ago so there would be more room to grow. The gap between Underling and Associate isn't nearly as large as the gap between, for example, Meat Bag and Teammate. If corporations had started at Meat Bag, employees would be delighted with their eventual moneyless promotions to Underling. That's a lost opportunity.

Now that corporations have respectable titles for employees, where do they go from here? Will I someday have my groceries bagged by a fellow who was once an Associate but is now the Exalted High Priest of Celery? Will I call tech support and end up talking to the Sultan of Bits?

On the plus side, all of this title inflation for employees probably postpones the day that underlings rise up and crush their corporate overlords in a bloody revolution. I don't know exactly when that will happen, but if I hear one more story of a CEO becoming a billionaire just because he showed up for work on the same day an engineer invented something awesome, I'm going to start hoarding food.

I'd like to write more for this introduction, but the Empress of Tennis Ball Retrieval is growling at me to go play in the yard. Ever since we stopped calling her *the dog*, I've cut her treats by 20 percent, and she hasn't complained once.



Scott Adams  
His Royal Drawness

IT'S NOT RIGHT TO  
USE YOUR TECH SUPPORT  
JOB TO TRICK PEOPLE  
INTO HURTING THEM-  
SELVES.



I HELP PEOPLE TAKE  
THEIR MINDS OFF OF  
HOPELESS TECHNICAL  
PROBLEMS.



HOW DO  
YOU KNOW  
A PROBLEM  
IS HOPE-  
LESS?

GREAT.  
SO NOW  
PESSIMISM  
IS A CRIME?



I HIRED THE DOGBERT  
TECHNOLOGY HOSPICE  
SERVICE TO EASE THE  
SUFFERING OF OUR  
DYING TECHNOLOGY.



DOGBERT WILL USE  
COMPASSION AND...  
WHAT WAS THE  
OTHER THING?



BAZOOKA.

STEP AWAY FROM  
THE WINDOWS XP!



THIS IS A  
MAGIC BUTTON.



ANY TIME YOU ASK  
FOR COST ESTIMATES,  
I PUSH THE BUTTON  
AND IT GUIDES ME.



PULL THE  
NUMBERS  
OUT OF  
YOUR...

IT ONLY  
SAYS THE  
ONE THING.



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**CATBERT: EVIL DIRECTOR  
OF HUMAN RESOURCES**

100% OF YOUR EMAIL  
MESSAGES THIS MONTH  
INVOLVED LINKS TO  
FUNNY VIDEOS.



THE COMPANY IS  
VIOLATING MY RIGHT  
TO PRIVACY! THIS IS  
AN OUTRAGE!



ACTUALLY,  
I WAS JUST  
GUESSING.



IT STILL  
HURTS.



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WE CAN KEEP OUR  
PAYROLL EXPENSES  
LOW BY GIVING  
EMPLOYEES BAD  
REVIEWS.



USE THIS LIST OF  
EMPLOYEE DEFECTS  
SO YOU DON'T REPEAT  
YOURSELF. IT'S LESS  
OBVIOUS THIS WAY.



AWKWARD,  
BUMBLING,  
COWARDLY,  
DUMB...



MY FAULTS  
ARE SUS-  
PICIOUSLY  
ALPHABET-  
ICAL.



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**MORDAC, THE PREVENTER  
OF INFORMATION  
SERVICES**

MY SOFTWARE IS SO  
OLD THAT I CAN'T  
OPEN ANY FILES  
THAT  
PEOPLE  
SEND  
ME.



I CAN'T UPGRADE YOUR  
COMPUTER BECAUSE  
THEN IT WILL BE  
NON-STANDARD.



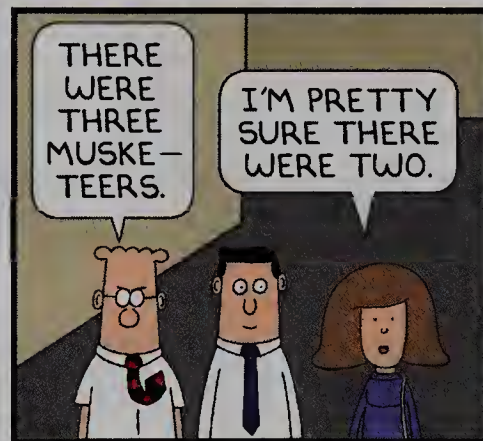
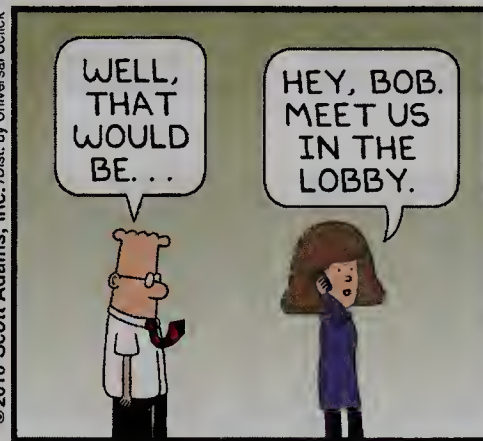
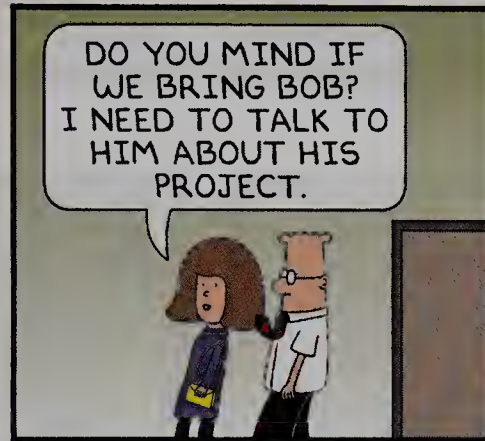
AND BY  
NON-  
STANDARD,  
YOU MEAN  
USEFUL?



BE  
GONE,  
WORD-  
SMITH!



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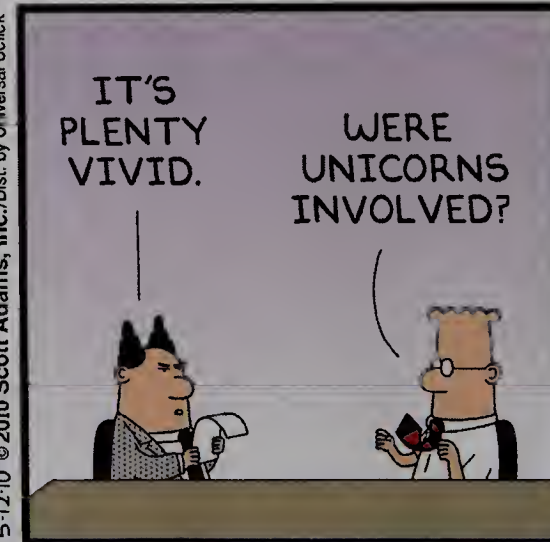
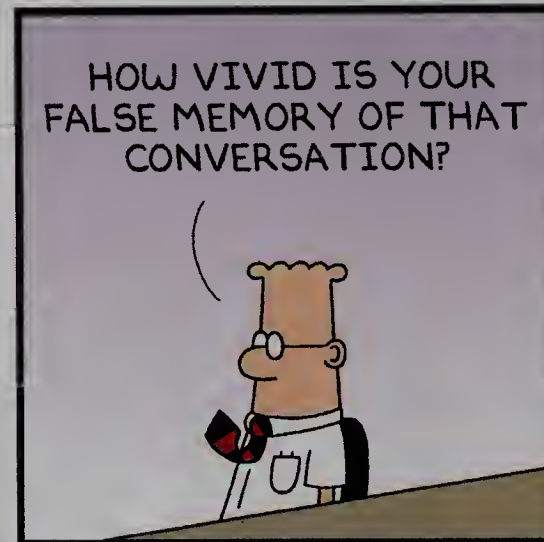
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IF I HIRE YOU,  
YOU'LL GET MINIMUM  
WAGE TO ATTEND  
MEETINGS AND  
PRETEND YOU'RE ME.

MY PLAN IS TO GET HIRED FOR SEVERAL JOBS AND REPLACE MYSELF WITH LOW-PAID LOOK-ALIKES IN EACH ONE.

MY PLAN IS TO BURY  
YOU IN A SHALLOW  
GRAVE AND ASSUME  
YOUR IDENTITY.

YOU DON'T  
INTERVIEW  
WELL.

A cartoon illustration of two men in an office. The man on the left, wearing a brown suit and tie, is speaking. The man on the right, wearing a white shirt, green tie, and glasses, is responding. A computer monitor is visible on the right.

THE WORLD'S  
GREATEST ENGINEER  
PREPARES TO DO  
BATTLE WITH THE  
WORLD'S WORST USER  
INTERFACE.

A cartoon illustration of a man with glasses and a white shirt sitting at a desk in a cubicle, typing on a computer. The word "CLICK" is repeated many times in various sizes and orientations around him, representing the sound of his keyboard. The background is a solid light purple color.


**RATBERT'S CUSTOMER  
SUPPORT**

YOU'RE SPEAKING  
TO A POWERLESS  
RODENT.

A cartoon illustration of a rat named Ratbert sitting in a black office chair. He is wearing a white shirt and tie, and has a frustrated expression with wide eyes and a small frown. He is holding a telephone receiver to his ear. A coiled telephone cord extends from the chair towards the right. On the right side of the frame, a portion of a desk and a computer keyboard are visible. The background is a plain, light-colored wall.

**RATBERT'S CUSTOMER  
SUPPORT**

YOU'RE SPEAKING  
TO A POWERLESS  
RODENT.

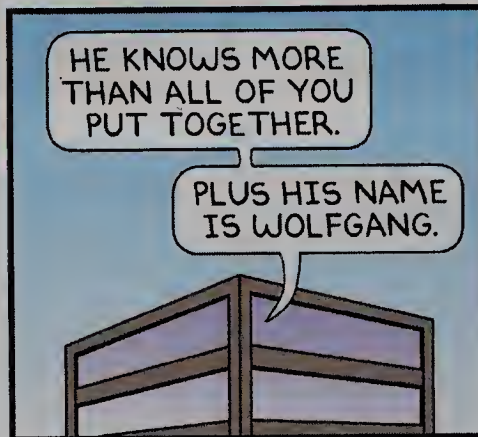
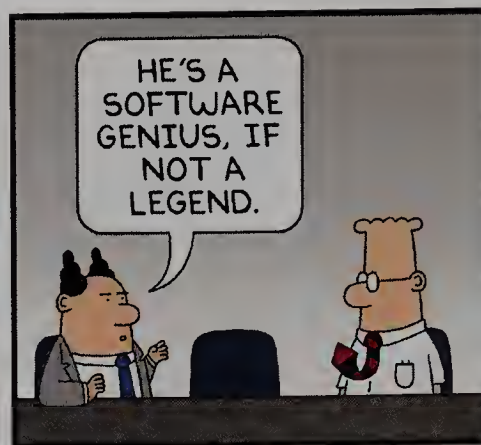
A cartoon illustration of a rat named Ratbert sitting in a black office chair. He is wearing a white shirt and tie, and has a frustrated expression with wide eyes and a small frown. He is holding a telephone receiver to his ear. A coiled telephone cord extends from the chair towards the right. On the right side of the frame, a portion of a desk and a computer keyboard are visible. The background is a plain, light-colored wall.

MY JOB IS TO PREVENT  
YOU FROM GETTING  
TO ANYONE WHO IS  
AUTHORIZED TO GIVE  
REFUNDS.

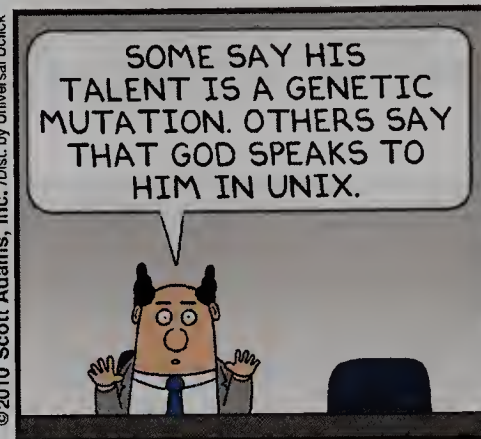


I'D LIKE TO BEGIN  
BY ASKING YOU SOME  
CREEPY PERSONAL  
QUESTIONS.





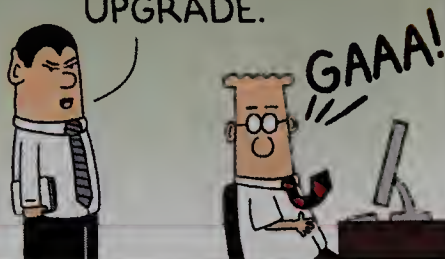
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**MORDAC THE PREVENTER  
OF INFORMATION  
SERVICES**

IT'S TIME FOR YOUR  
OPERATING SYSTEM  
UPGRADE.



PLEASE DON'T! MY  
CMS SOFTWARE WON'T  
WORK WITH THE NEW  
OPERATING SYSTEM.  
I'LL BE A TECHNOLOGY  
HAVE-NOT!



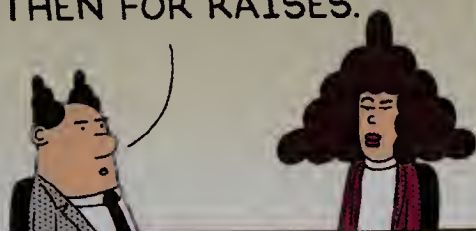
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IT'S NEVER  
GOOD WHEN THEY  
WEAR COSTUMES  
TO COMPLAIN.

OOGA



IF YOU HELP BRING  
IN A NEW ACCOUNT,  
I'LL GIVE YOU A RAISE,  
UNLESS THERE'S NO  
MONEY IN THE BUDGET  
THEN FOR RAISES.



PLEASE DON'T SAY  
WHAT I THINK YOU'RE  
GOING TO SAY NEXT.



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IT'S  
BETTER  
THAN  
NOTHING.

NO IT  
ISN'T!



WE'RE IN MERGER  
TALKS, BUT IT'S  
BUSINESS AS USUAL  
UNTIL IT GOES  
THROUGH.



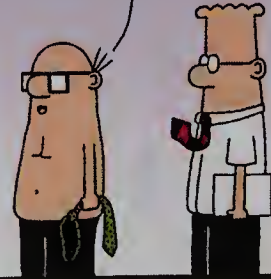
I'M FREE!  
MY EFFORTS  
WON'T INFLUENCE  
MY REWARDS!



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I SAID  
BUSINESS  
AS USUAL.

I WAS  
TOTALLY  
PLANNING  
TO DO THIS  
TODAY.



WAS IT  
HUMAN  
ERROR?

I  
DOUBT  
IT

NO HUMAN WOULD  
BE THAT STUPID. MY  
BEST GUESS IS THAT  
A CABBAGE GOT ACCESS  
TO YOUR COMPUTER.

CABBAGES  
CAN'T USE  
COMPUTERS.

CAN THEY  
TELL WHEN  
THEY'RE  
BEING  
MOCKED?

I COLLECTED  
OPTIMISTIC DATA,  
PUT IT IN THE CONTEXT  
OF BAD ANALOGIES,  
SEASONED IT WITH  
SALIENCY BIAS...

... ADDED HERD  
INSTINCT, A PINCH  
OF CONFIRMATION  
BIAS... AND HERE'S  
YOUR STRATEGY.

JUST ADD  
LEADER—  
SHIP.

WHY  
DO I  
ALWAYS  
GET THE  
HARD  
PART?

ALICE, I CALLED THIS  
MEETING BECAUSE  
YOU'RE THE ONLY  
PERSON I TRUST TO  
GIVE ME HONEST FEED—  
BACK ON MY  
STRATEGY.

IT'S GREAT. IT'S  
AMAZING. IT'S THE  
BEST STRATEGY  
IN THE UNIVERSE.

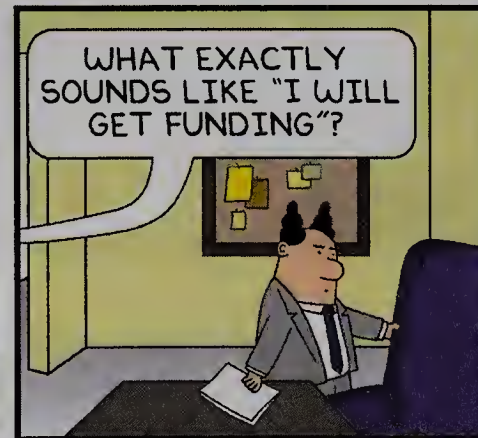
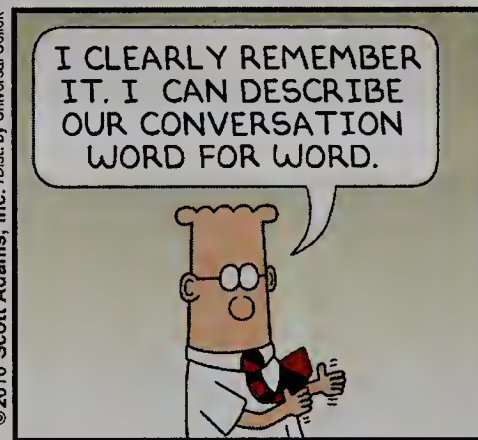
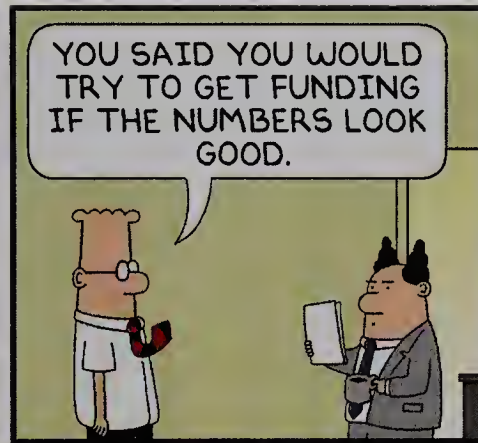
I THOUGHT  
YOU WERE  
HONEST.

THAT'S A  
COMMON  
MISPER—  
CEPTION. I  
JUST HATE  
PEOPLE.

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I INVENTED A SINK  
THAT ATTACHES TO  
MY BODY. THE FAUCET  
IS ACTIVATED BY  
YOUR VOICE.



WALLY, WHAT  
POSSIBLE USE COULD  
THIS STUPID THING  
HAVE? I NEED YOU  
TO DO SOME REAL  
WORK.



WHAT? I CAN'T HEAR  
YOU WHEN THE WATER  
IS RUNNING!



GUESS WHAT, TED? I  
VOLUNTEERED TO RUN  
A CRITICAL PROJECT  
WHILE KNOWING I  
DON'T HAVE ENOUGH  
RESOURCES.



WHEN IT BECOMES A  
CRISIS, I WILL DECLARE  
MARTIAL LAW AND  
ORDER YOU TO BECOME  
MY FLUNKY.



IN YOUR  
FACE,  
PUPPET  
BOY!

THIS DAY  
IS TURNING  
OUT TO BE  
A LITTLE  
EXTRA  
SUCKY.



I LEARNED TO CONTROL  
MEN BY EXAGGERATING  
THE IMPORTANCE OF  
MY PROJECTS AND  
OVEREXTENDING  
MYSELF.



OUR MOST IMPORTANT  
CUSTOMER IS COMING  
AND I WON'T BE READY  
ON TIME UNLESS YOU  
FETCH ME SOME  
COFFEE!



IN PHASE TWO, I  
MAKE YOU ENJOY  
IT.



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I CLEANED OUT MY  
DESK. WOULD YOU  
BE WILLING TO  
GIVE ME A LETTER  
OF REFERENCE?



HOW ABOUT THE  
LETTER "L"? THAT  
SEEMS ABOUT RIGHT.



MUST...  
NOT...  
BURN...  
BRIDGES.



TOO  
SOON?



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I'M EXHAUSTED FROM  
ALL OF THE BASIC  
RESEARCH I'M DOING.



IT'S TOO BAD THAT  
THE VALUE OF MY WORK  
WON'T BE QUANTIFIABLE  
FOR ANOTHER TEN  
YEARS.



I'D  
LIKE  
TO SEE  
YOUR  
LAB  
REPORT.



SO... THE  
NEW RULE  
IS THAT WE  
WRITE DOWN  
STUFF?

I'M DOING BASIC  
RESEARCH TO TEST  
MY THEORY THAT  
DONUTS MAKE OTHER  
PEOPLE STUPID.



I EXPECT YOU TO  
DO BASIC RESEARCH  
THAT WILL INCREASE  
OUR PROFITS THIS  
QUARTER.



WOW. IT  
WORKS ON  
THE FIRST  
BITE.



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5:30:10

# HOW ENGINEERS DUEL

YOUR  
DATA  
ARE  
WEAK.

MAKE  
YOUR  
MOVE!

///

I'M  
SENDING  
YOU A  
LINK!

///

I'M  
SENDING  
YOU  
THREE  
LINKS!

///

I DON'T  
HAVE  
TIME FOR  
THIS.

WINNER!

///

AFTER OUR FIRST DATE,  
I PULLED TOGETHER  
SOME LINKS TO STUDIES  
THAT DEBUNK EVERY  
BELIEF YOU HAVE.

I ALPHABETIZED THEM.  
FOR EXAMPLE, HERE'S  
FENG SHUI, THEN  
HOMEOPATHY, THEN  
HOROSCOPE.

THAT'S OKAY. I ALWAYS  
BUDGET A LITTLE EXTRA  
FOR SECOND DATES.

THIS NEXT SLIDE SHOWS  
ALL OF THE POSSIBLE  
NAMES FOR OUR PRODUCT  
THAT ARE NOT ALREADY  
TRADEMARKED.

ARE THERE ANY THAT  
DON'T REMIND PEOPLE  
OF THIS GENERAL AREA  
OF THE HUMAN  
BODY?

THAT NARROWS IT  
DOWN TO THE NAMES  
OF ACCUSED WAR  
CRIMINALS, AND THE  
FUNNIER NICKNAMES  
FOR PARTNERLESS  
LOVING.

WHAT'S MORE  
IMPORTANT — OUR  
CORE SYSTEMS OR  
OUR KEY PROCESSES?



IF THERE'S NO CLEAR  
ANSWER TO THAT  
QUESTION, I'LL  
CONTINUE TO ACT  
RANDOMLY.



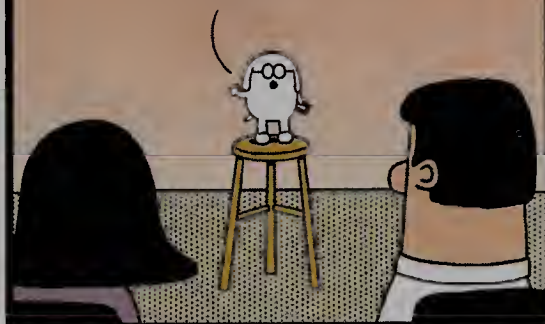
GET  
OUT OF  
MY  
OFFICE.

THE OPEN  
DOOR POLICY  
PROBABLY  
LOOKED GOOD  
ON PAPER.



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WELCOME  
TO DOGBERT'S  
SCHOOL OF TIME  
MANAGEMENT.



TODAY YOU WILL  
LEARN THAT RUDENESS  
AND GOOD TIME  
MANAGEMENT ARE  
THE SAME THING.



ANSWER  
MY  
#@%\*!  
QUESTION!

KEEP  
TYPING,  
BEVERLY!  
HE DOESN'T  
EXIST.



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YOUR QUALITY  
METRIC FOR NEXT  
YEAR IS TO WIN 30%  
MORE BID PROPOSALS.



NO PROBLEM. I'LL USE  
MY MAGIC POWERS TO  
CONTROL HOW MUCH  
OUR COMPETITORS BID.



I WORRY  
THAT  
YOU'RE  
NOT  
TAKING  
THIS  
SERIOUSLY.

IF THE  
MUGGLES  
FIND OUT,  
I'LL WIPE  
THEIR  
MEMORIES.



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WE'VE PIECED TOGETHER THE FRAGMENTS OF YOUR POOR COMMUNICATION AND BELIEVE WE HAVE DEDUCED YOUR STRATEGY.



IT APPEARS THAT YOU ARE TRYING TO GET PAID FOR DOING LITTLE MORE THAN GIVING STUPID LABELS TO THINGS.



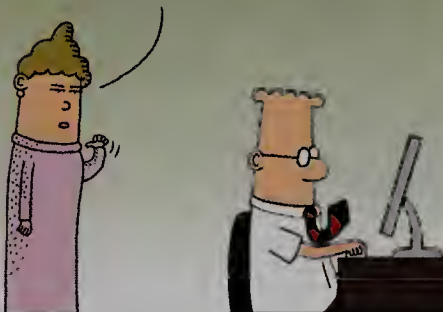
IT'S CALLED MANAGING!

GOOD ONE.

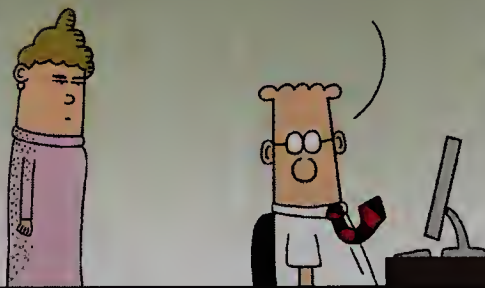


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WE'RE HAVING A BIRTHDAY CAKE FOR SCOTT IN THE BREAK ROOM.



NO THANKS. I PREFER CAKE THAT ISN'T FROSTED WITH THE SPIT OF RECENT CANDLE-BLOWING.



OOOH, LOOK AT THE QUEEN OF ENGLAND WHO LIKES HER CAKE WITHOUT SPIT. WHAT'S IT LIKE TO BE FANCY?



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THIS WEEK I MAPPED OUR APPLICATIONS TO OUR DOMAINS AND DEFINED THE INTERFACE BETWEEN OUR APPLICATIONS AND OUR SOFTWARE ENVIRONMENT.

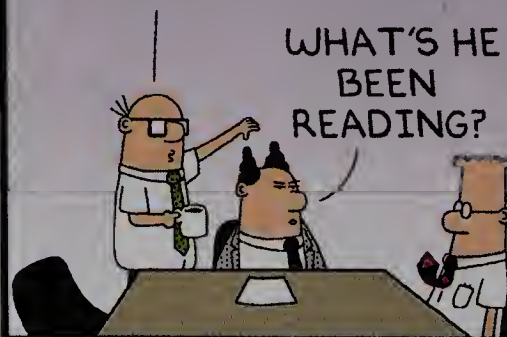


WHATEVER YOU DID THIS WEEK PROBABLY SEEMS LAME COMPARED TO ALL OF THAT.



THE STUFF I'M DOING IS WAY UP HERE IN WHAT'S CALLED THE INTEGRATION LAYER.

WHAT'S HE BEEN READING?



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EMPLOYEE SATISFAC-  
TION HAS DOUBLED  
SINCE LAST YEAR!

EMPLOYEE  
SATISFACTION  
1% → 2%

THE CREDIT GOES TO  
OUR NEW PROGRAM OF  
FIRING SMART PEOPLE.

YOU'RE  
SAFE.

YEFF!!!

WALLY,  
WOULD  
YOU...?

NO. I'M DOING  
SOMETHING  
IMPORTANT  
FOR THE BRAND  
INTEGRATION  
MANAGER.

MAYBE  
AFTER  
THAT  
YOU  
COULD...

THEN I'M  
DOING A  
RUSH JOB  
FOR THE  
DIRECTOR  
OF SUSTAIN-  
ABILITY.

ARE  
THOSE  
EVEN  
REAL  
PEOPLE?

WELCOME  
TO MATRIX  
MANAGEMENT,  
NEO.

THIS IS WHERE YOU  
JACK INTO MATRIX  
MANAGEMENT, NEO.

INSERT THESE IPOD  
EAR BUDS AND FIRE UP  
POWERPOINT. THE  
REALITY YOU ONCE  
KNEW IS GONE.

ONE MORE THING: IF  
YOUR COMPUTER DIES  
DURING POWERPOINT,  
YOUR CAREER DIES IN  
THE REAL WORLD.

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DOGBERT CONSULTS

A GOOD LEADER  
CULTIVATES INTERNAL  
CRITICS SO ALL SIDES  
OF AN ARGUMENT ARE  
HEARD.



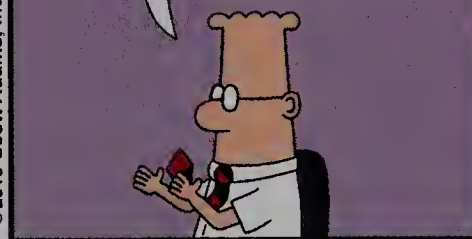
FOR EXAMPLE, I  
CULTIVATED DILBERT  
TO ARGUE THE POINT  
I JUST MADE.



YOUR PREMISE IS  
THAT A LEADER IS  
NOT QUALIFIED TO  
MAKE DECISIONS  
WITHOUT THE HELP  
OF CRITICS.



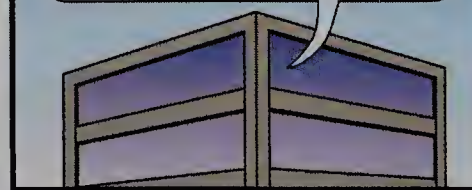
BUT SELECTING THE  
APPROPRIATE CRITIC  
IS *ITSELF* A DECISION.



THERE IS NO REASON  
TO ASSUME A LEADER  
IS ANY BETTER AT  
SELECTING A CRITIC  
THAN HE IS AT MAKING  
ANY OTHER DECISION.



YOUR OVERPAID  
CONSULTANT IS  
RECOMMENDING THAT  
YOU ADD RANDOMNESS  
TO AN ALREADY  
FLAWED PROCESS.



IN SUMMARY, THIS  
MEETING IS A WASTE  
OF TIME, AND YOUR  
CONSULTANT IS  
RIPPING YOU OFF.



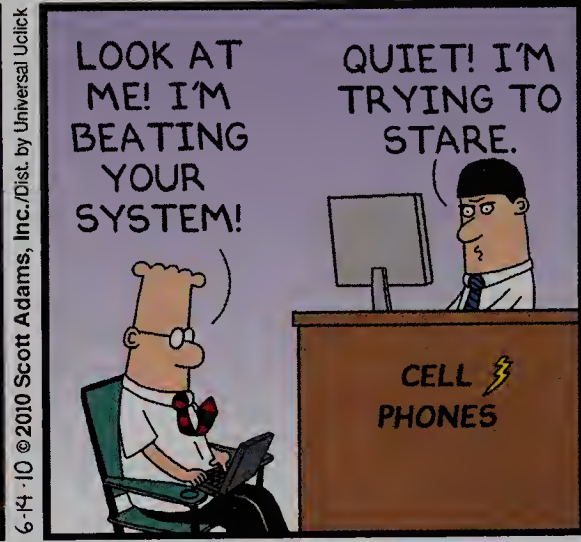
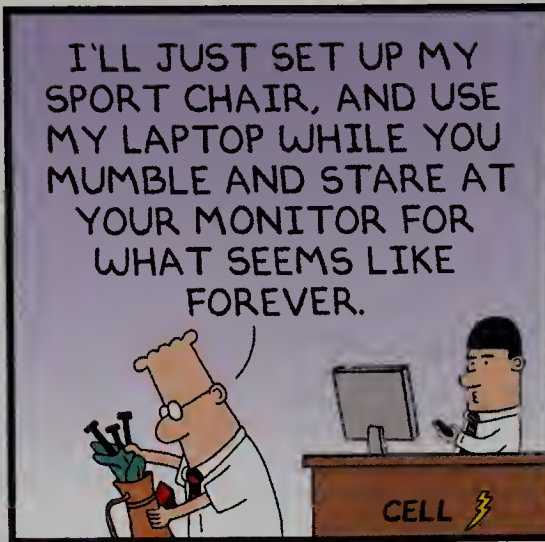
HOW GREAT  
WAS THAT?

YOU OWE ME  
\$400 FOR MY  
TIME.

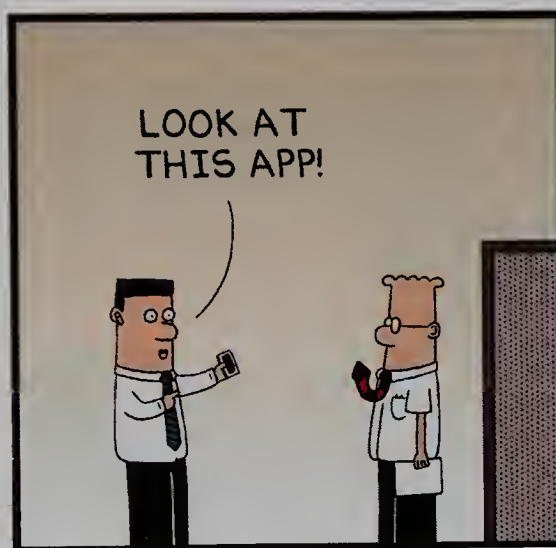


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6-13-10



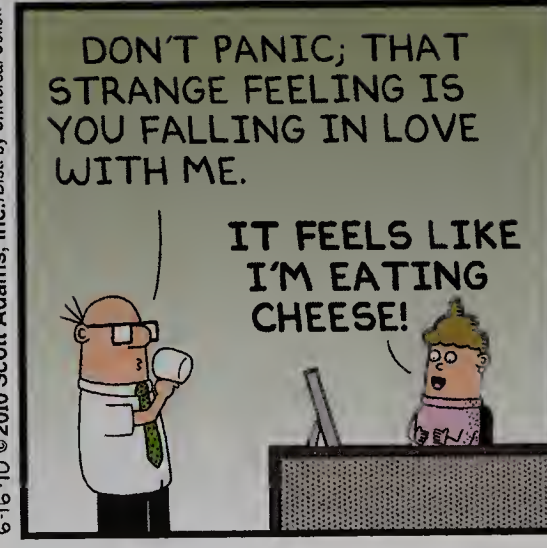
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WALLY, YOU HELPED  
ME AVOID WORK, AND  
NOW I CAN'T HELP  
LOVING YOU.



I SHOW MY LOVE BY  
A COMBINATION OF  
INSANITY AND  
STALKING.



AREN'T  
YOU  
MARRIED?

YOU OWE  
ME AN OLD  
CARPET.



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I CAN'T STOP  
BUYING PHONE APPS  
THAT I DON'T NEED.  
AM I CRAZY?



YES, YOU ARE  
TOTALLY BATSPIT  
CRAZY. YOU'LL NEED  
MANY SESSIONS.



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STEVE JOBS ISN'T  
THE ONLY ONE WHO  
CAN DO MARKETING.



I HIRED A CONFUSOPOLY  
CONSULTANT TO HELP  
US DESIGN AN EXTENDED  
WARRANTY PLAN.

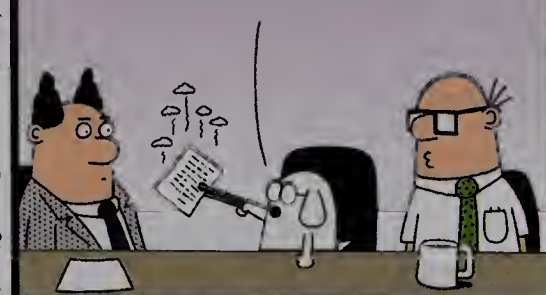


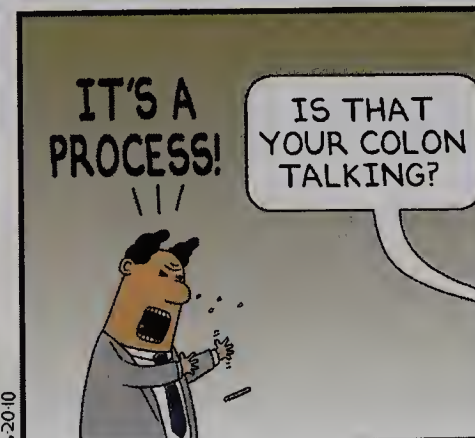
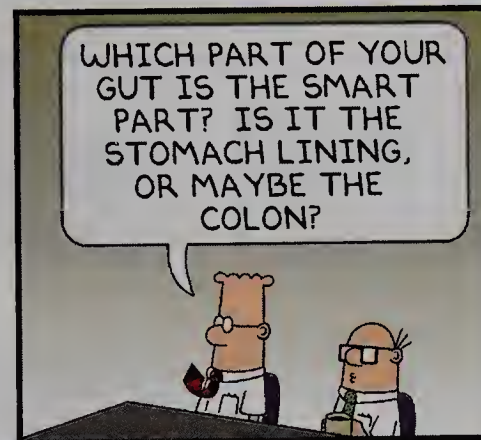
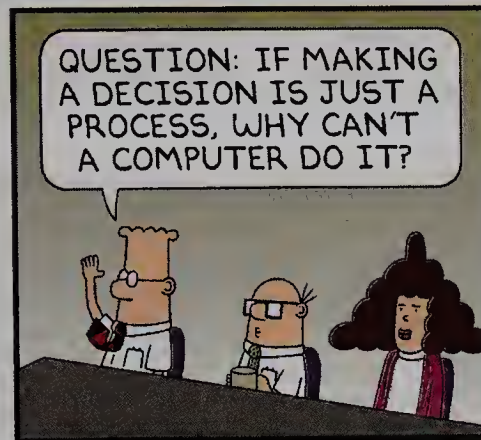
OUR GOAL IS TO SCARE  
PEOPLE INTO BUYING  
INSURANCE THAT  
DOESN'T COVER ANY—  
THING.



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I CAN'T TELL YOU  
WHERE THE CONTRACT  
WAS DESIGNED, BUT  
BE CAREFUL BECAUSE  
IT'S STILL HOT.



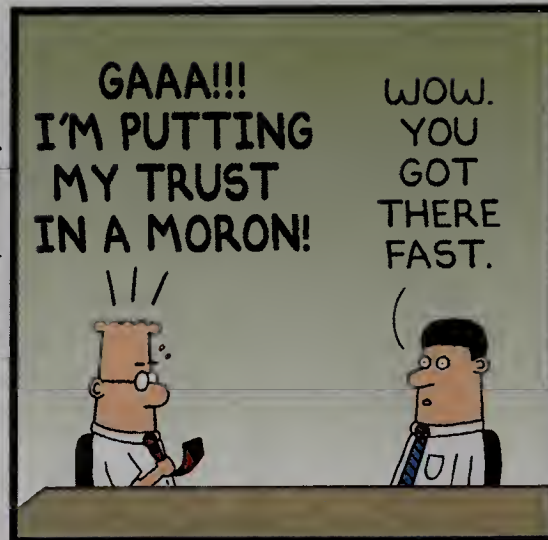


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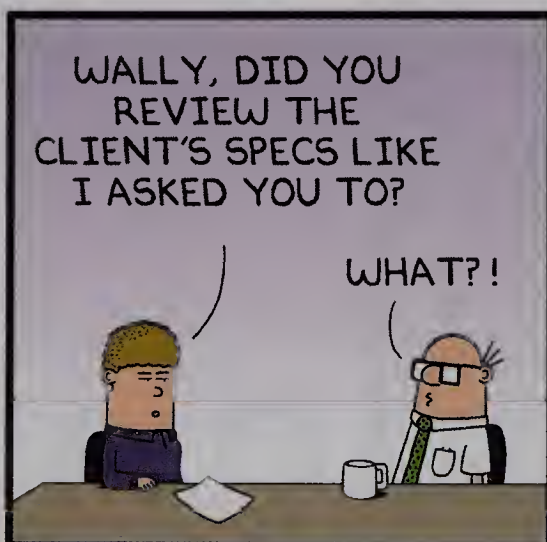
6-20-10



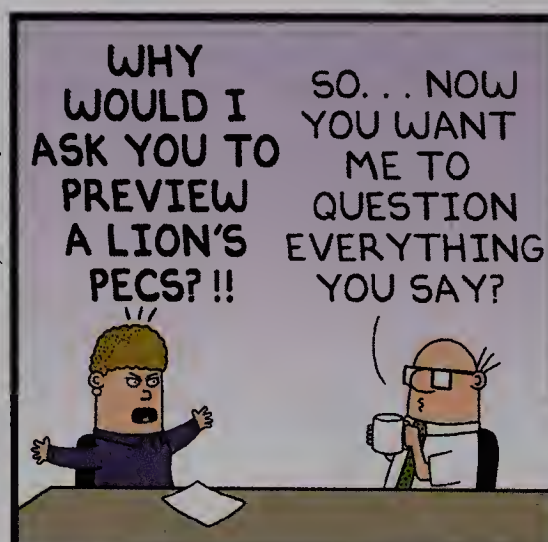
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RUMOR HAS IT THAT  
YOU'RE PRETENDING  
TO HEAR THINGS  
WRONG TO AVOID  
WORK.



IT WORKS GREAT.  
THE SECRET IS TO  
HAVE NO SHAME  
WHATSOEVER.



WALLY,  
DO YOU  
HAVE THE  
REVISED  
BUDGET  
ESTIMATE?  
NO, BECAUSE  
YOU ASKED  
FOR A  
REMIZED  
BUGMET  
YESTITET.



UH-OH. MY AUDIENCE  
HAS FALLEN INTO A  
POWERPOINT COMA.



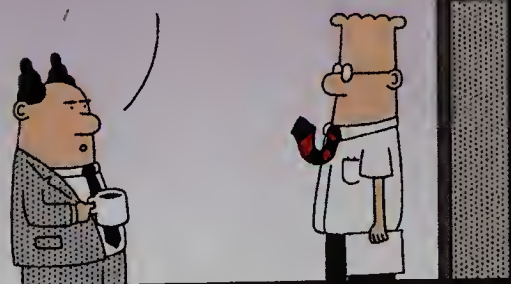
THE ONLY THING I  
CAN DO NOW IS PUT  
THEM IN FUNNY POSES  
AND LEAVE.



IT LOOKS LIKE  
HIS FINGER HIT  
BRAIN.



CAN YOU GET ME  
SOME FAILURE  
ESTIMATES FOR  
OUR NEXT GEN  
PRODUCT?



I CAN IF YOU  
LIKE NUMBERS  
THAT ARE BASED ON  
HALLUCINATED  
ASSUMPTIONS.



I  
KIND  
OF  
DO.

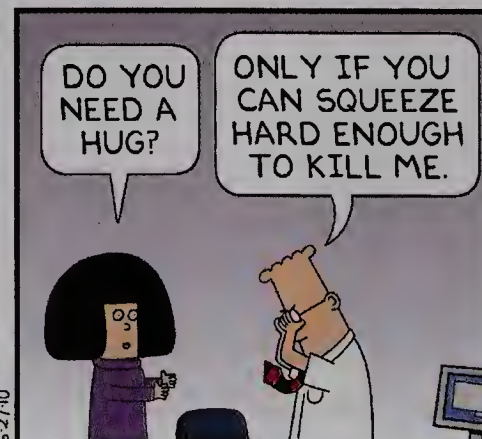
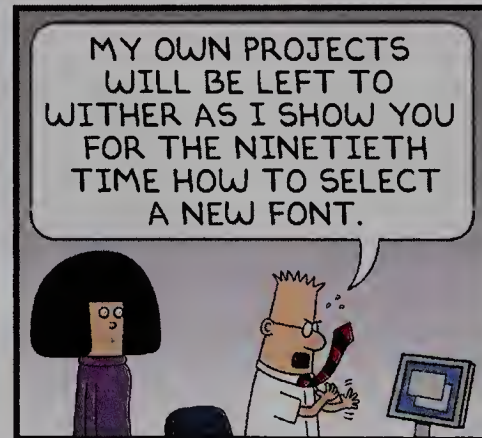
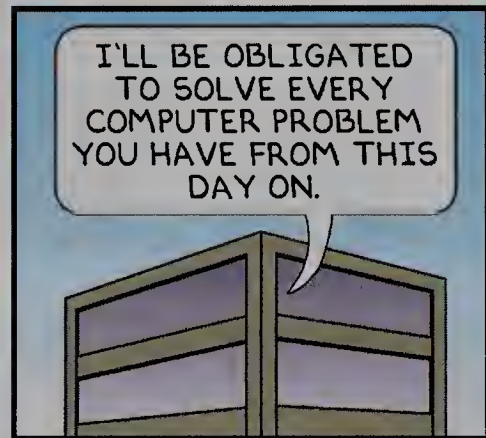
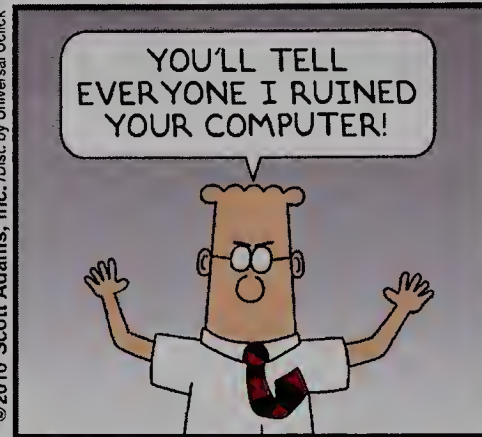
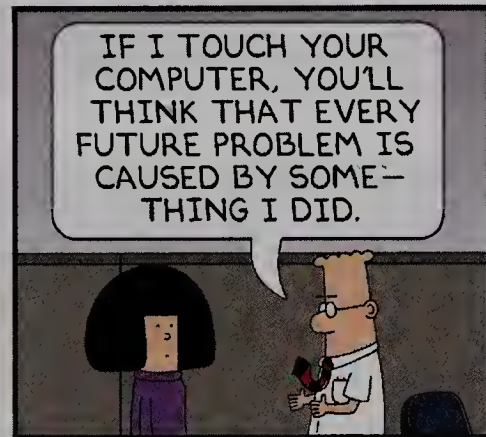
I THINK  
WE HAVE  
AN UNDER-  
STANDING.



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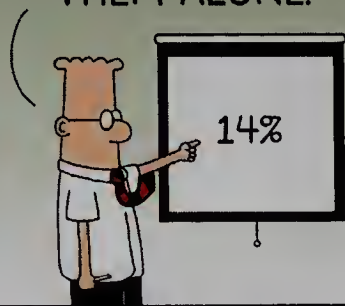
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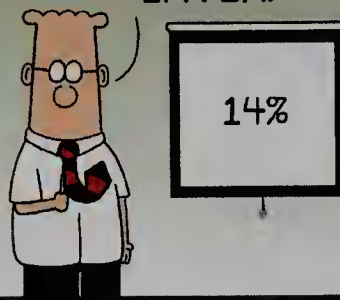
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6-27-10

I BASED MY ESTIMATE  
ON THE RELIABLE INPUT  
OF PEOPLE WHO JUST  
WANTED ME TO LEAVE  
THEM ALONE.



I DECIDED AGAINST  
LABELING IT BECAUSE  
I'LL PROBABLY NEED  
SOME DENIABILITY  
LATER.



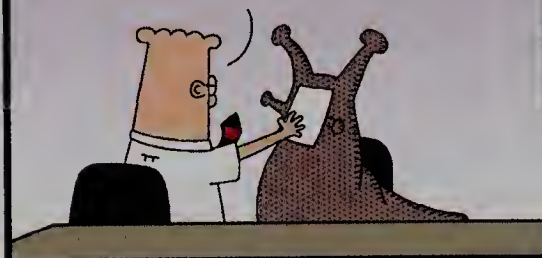
ARE WE DONE WITH  
THE DRY RUN, OR DO  
YOU WANT ME TO USE  
UP ALL OF MY ENERGY  
BEFORE OUR CEO GETS  
HERE?



MY SUCCESS DEPENDS  
ON YOU DOING YOUR  
ROLE IN A TIMELY  
AND ENERGETIC  
MANNER.



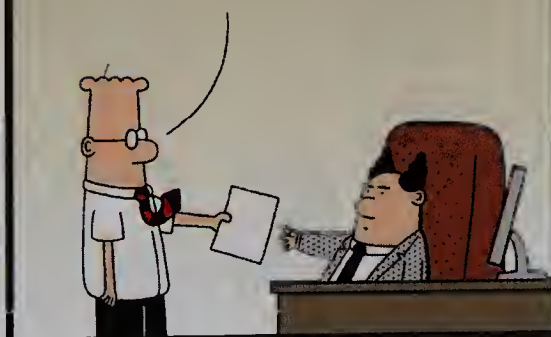
PEOPLE SAY YOU'RE A  
BIG, FAT SLUG, BUT I  
HAVE CONFIDENCE IN  
YOU. I'LL STICK THIS TO  
YOUR SLIMY FACE AND  
HOPE FOR THE BEST.



I LIKE TO THINK  
I'M A PRETTY  
GOOD JUDGE OF  
CHARACTER.



OUR PRODUCT PLACED  
LAST IN OUR OWN  
BENCHMARK TESTS.



CRUMPLE  
CRUMPLE  
CRUMPLE



I WISH  
ALL OF MY  
PROBLEMS  
WERE THIS  
EASY TO  
SOLVE.



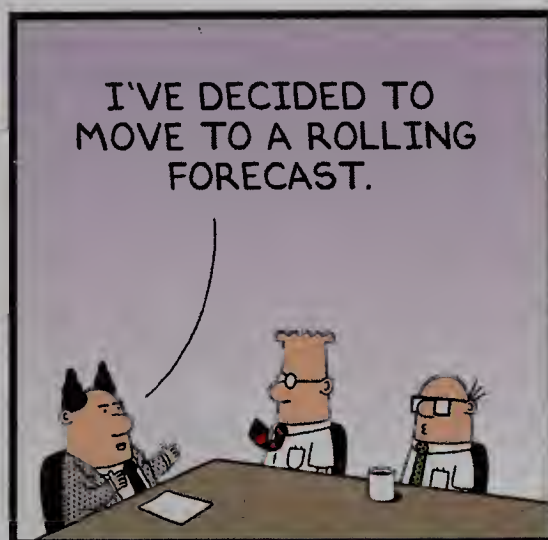
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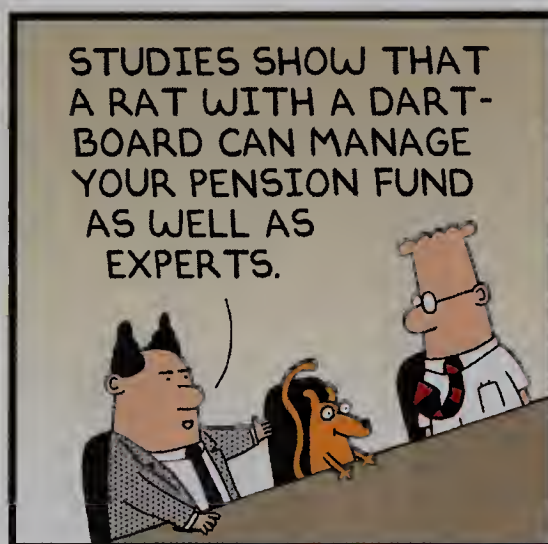
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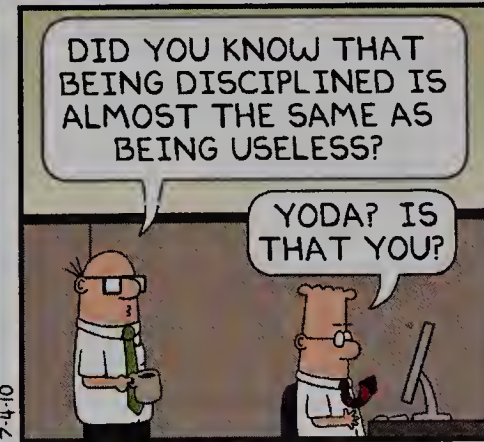
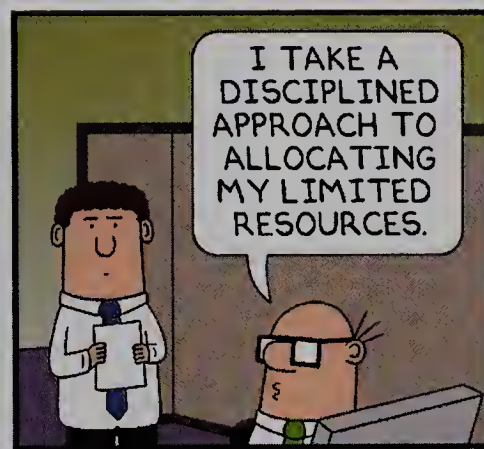


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7-4-10

I NEED TO GET SOME  
OF THAT WORK-LIFE  
BALANCE I KEEP  
HEARING ABOUT.



I THOUGHT ABOUT  
WORK ALL LAST  
NIGHT AT HOME,  
SO WHAT DO I  
DO NOW?



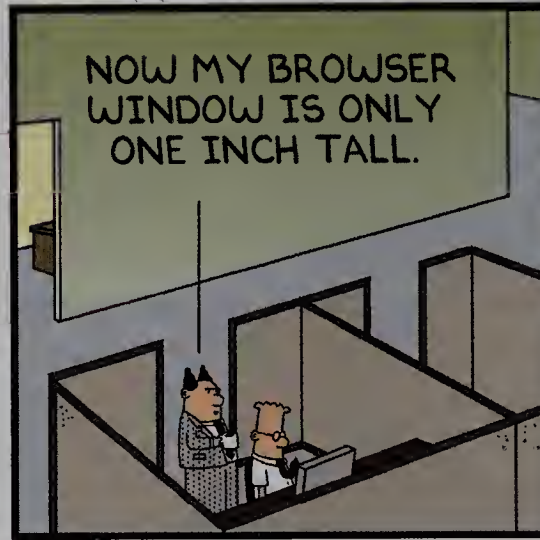
IT'S NOT TOO  
LATE TO GET IN  
ON THIS.



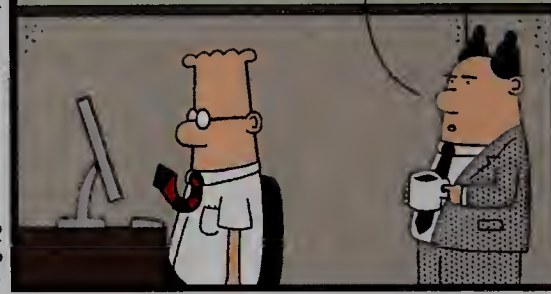
WHENEVER MY BROWSER  
ASKS ME IF I WANT TO  
INSTALL A TOOLBAR,  
I'M AFRAID TO SAY NO.



NOW MY BROWSER  
WINDOW IS ONLY  
ONE INCH TALL.



IF YOU SEE ANYTHING  
IMPORTANT ON THE  
INTERNET, COULD YOU  
WRITE IT DOWN FOR  
ME?



I'M HAPPY TO REPORT  
THAT NONE OF OUR OIL  
RIGS EXPLODED.



OUR CHILDREN'S  
PHARMACEUTICALS  
ARE NOT TAINTED  
WITH BACTERIA, AND  
THE GOVERNMENT IS  
NOT INVESTIGATING  
OUR FINANCIAL  
PRACTICES.



ALL WE'RE  
DOING IS  
QUIETLY  
LOSING  
SHARE-  
HOLDER  
VALUE.

I KNEW IT  
WOULD FEEL  
LIKE  
SUCCESS  
IF WE KEPT  
AT IT!



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ALICE, I NEED YOU TO  
GIVE A PRESENTATION  
TO THE ENTIRE SALES  
DIVISION.



GAAA!!! THE VERY  
THOUGHT OF PUBLIC  
SPEAKING DEHYDRATES  
ME!



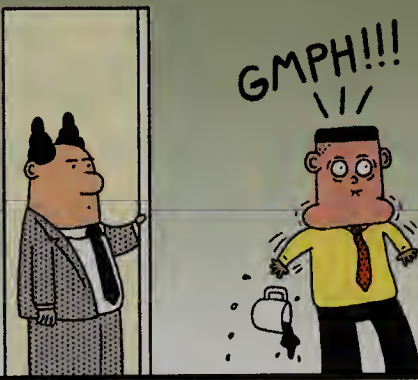
MAYBE I SHOULD  
FIND SOMEONE  
MOISTER.



ASOK, I NEED YOU  
TO HELP ALICE GIVE  
A PRESENTATION  
TO 500 SALES  
REPS.



GMPH!!!



IS THAT YOUR  
STOMACH?

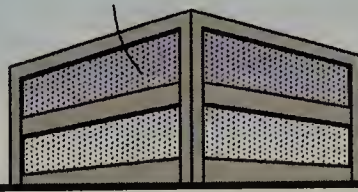


YETH.

I'M SENDING ALL  
OF YOU TO A PUBLIC  
SPEAKING CLASS.



THEY WILL RID YOU  
OF YOUR NERVOUS  
HABITS... AND, WITH  
ANY LUCK, YOUR PERSON-  
ALITIES TOO. YOU WILL  
BECOME INDISTIN-  
GUISHABLE FROM  
ROBOTS.



IS THAT  
AS FUN  
AS IT  
SOUNDS?

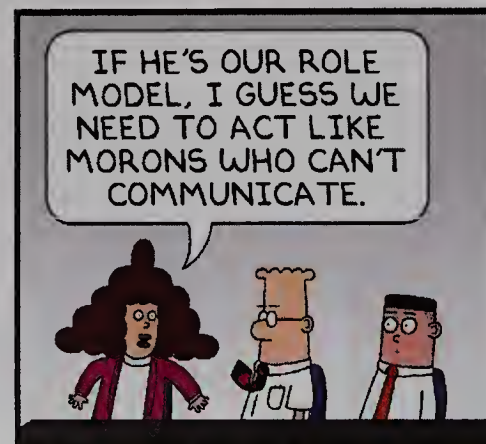
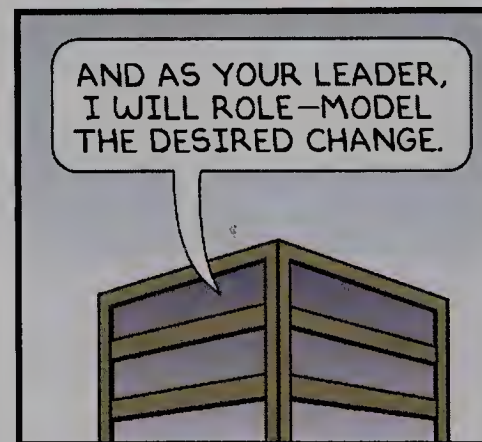
GET  
OUT OF  
MY  
HEAD!



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7-11-10

THE OPEN-  
ING IS IN  
SALES. DO  
YOU LIKE TO  
TRAVEL?

YES.  
IT'S MY  
FAVORITE  
THING.



NO ONE LIKES BUSINESS  
TRAVEL. YOU'RE EITHER  
AN IDIOT OR YOU'VE  
NEVER DONE BUSINESS  
TRAVEL.



HOW DARE YOU  
ACCUSE ME OF  
NOT TRAVELING.

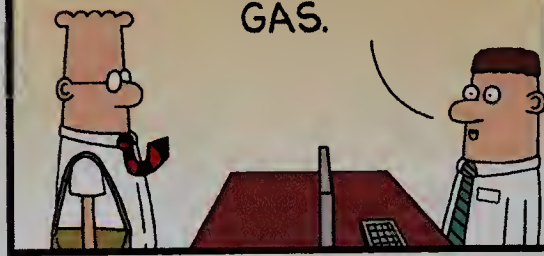


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I RESERVED  
A MID-SIZED  
SEDAN.



WE DON'T CARE  
WHAT YOU RESERVED.  
WE'RE IN THE  
BUSINESS OF SELLING  
CAR INSURANCE AND  
OVERPRICED  
GAS.



THAT'S REFRESH-  
INGLY  
HONEST.  
I CAN GET  
YOU INTO  
A CLOWN  
CAR OR  
AN ASH-  
TRAY ON  
WHEELS.



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IF MY SELF-ESTEEM  
SEEMS LOW, THAT'S  
BECAUSE I DROVE  
HERE IN A RENTED  
TUNA CAN ON  
WHEELS.



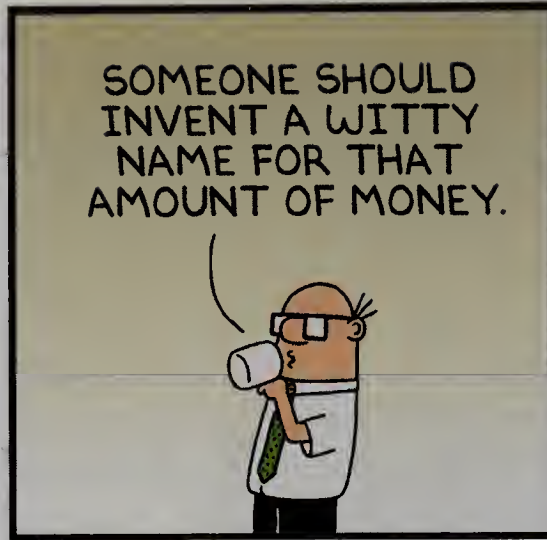
IT WAS SUCH A BAD  
AUTOMOTIVE EXPERI-  
ENCE THAT I CAN'T  
EVEN PRETEND YOU  
SHOULD CARE WHAT  
I HAVE TO SAY.



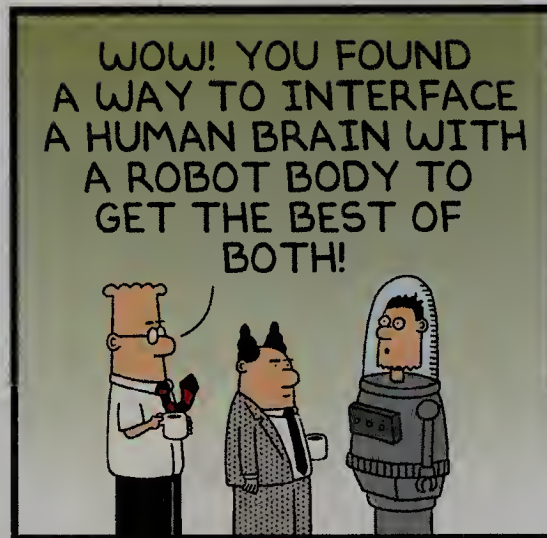
I LOATHE MYSELF  
AND THE COMPANY  
THAT PAYS ME. WHO'S  
WITH ME ON THIS?



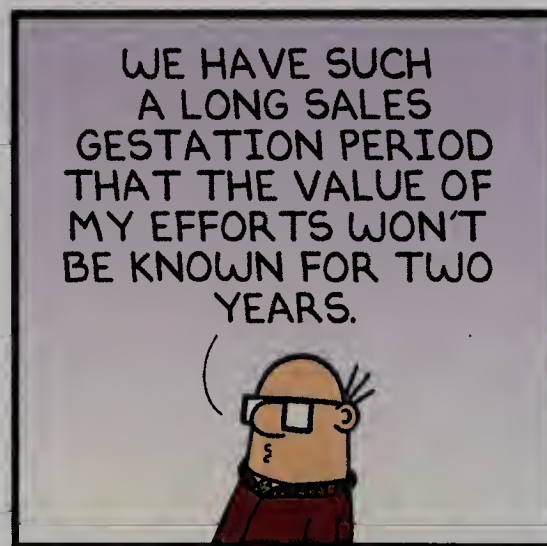
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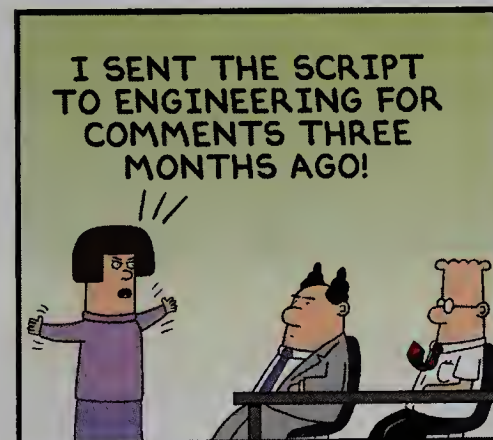
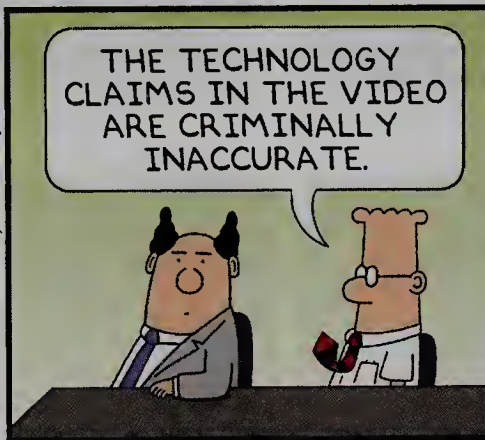


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7-18-10

WOULD YOU LIKE  
MY OPINION ON  
HOW YOU SHOULD  
HANDLE THAT?



SURE, I'LL JUST TRY  
TO IGNORE THE FACT  
THAT YOUR ENTIRE  
CAREER HAS BEEN A  
COLORFUL TAPESTRY  
OF BAD DECISIONS.



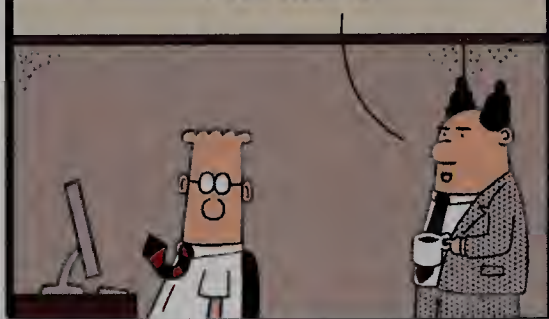
SO...  
YES?

I ADMIRE  
YOUR  
CONSISTENCY.

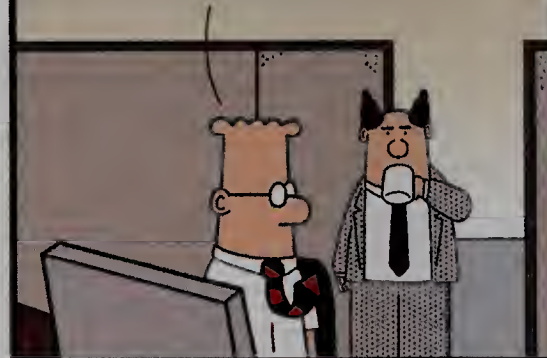


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I WOULDN'T WORRY  
ABOUT LOSING YOUR  
JOB AFTER THE  
MERGER.



BECAUSE YOU PUT  
IN A GOOD WORD  
FOR ME?



NO, IT'S MORE OF AN  
OBSERVATION THAT I  
DON'T WORRY ABOUT  
OTHER PEOPLE'S JOBS.

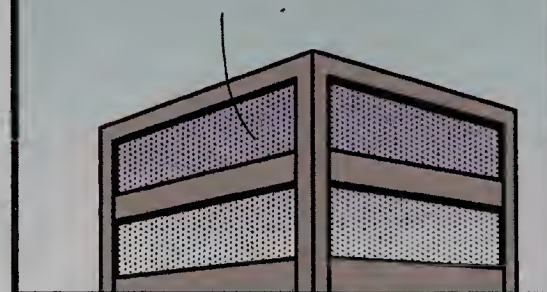


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THE PEOPLE BUYING  
OUR COMPANY DON'T  
KNOW THAT YOUR  
PROJECT EXISTS.



AND YOU'RE NOT  
ALLOWED TO TALK TO  
ANYONE OVER THERE.  
|  
BUT DON'T LOSE HOPE.

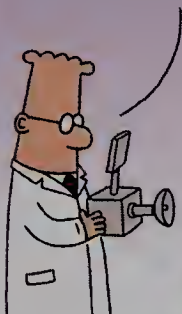


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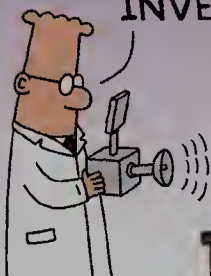
I'M WORKING HARD TO  
UPGRADE YOUR STATUS  
FROM NONEXISTENT  
TO UNIMPORTANT.



MY INVENTION CAN  
SCAN A PERSON'S BRAIN  
AND PREDICT HIS  
BUYING DECISIONS.



IT SAYS YOU PLAN  
TO BUY... A BLUNT  
OBJECT SO YOU CAN  
KILL ME AND CLAIM  
CREDIT FOR MY  
INVENTION.

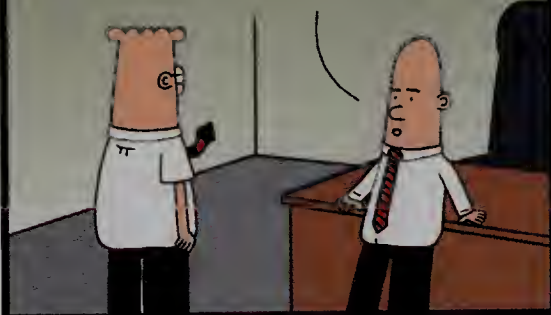


I ANTICIPATED THAT,  
WHICH IS WHY I  
INCLUDED A FEATURE  
TO MICROWAVE THE  
OFFENDING PART OF  
YOUR BRAIN.

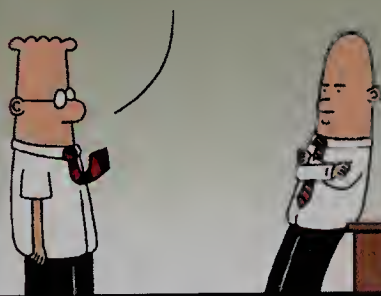


CEO

WE'RE GETTING A LOT  
OF INTEREST IN YOUR  
DEATH RAY INVENTION.

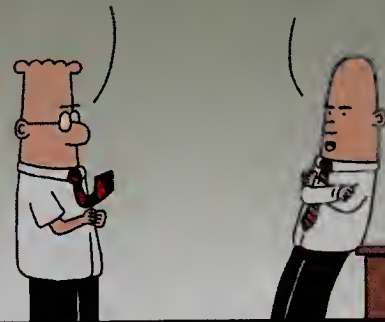


IT'S NOT A DEATH RAY.  
IT'S A PORTABLE BRAIN  
SCANNER WITH A  
POPCORN MICROWAVE  
OPTION...

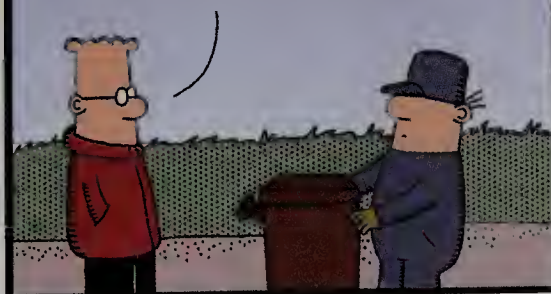


UH-OH.  
THAT'S  
A DEATH  
RAY.

WE HAVE  
AN RFQ  
FROM NORTH  
KOREA.



MY COMPANY WANTS  
TO TURN MY INVENTION  
INTO A DEATH RAY. HOW  
CAN I STOP THEM FROM  
SUCCEEDING?



THERE IS ONE NATURAL  
FORCE THAT CAN STOP  
ANY FORM OF SUCCESS.  
IT GOES BY THE  
NAME...



WALLY?

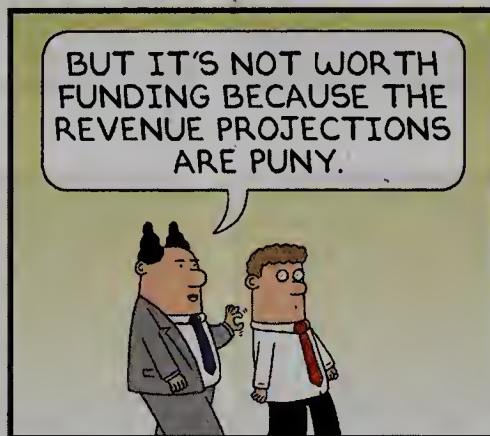
HOW MAY  
I BE OF  
DISSERVICE?



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7-25-10

WE'RE PLANNING TO  
INTRODUCE OUR NEW  
MILITARY PRODUCT  
WITH A LIGHT SHOW  
IN NEW YORK HARBOR.



WALLY, CAN YOU HANDLE  
THE WEAPON DEMO AND  
THE LIGHT SHOW?

SURE. WHAT  
COULD GO  
WRONG?



ONE WEEK LATER

THEY'RE  
CALLING  
IT "THE  
STUMP OF  
LIBERTY."

NO ONE  
IS SAYING  
IT WAS A  
BORING  
SHOW.



THE MEDIA IS ON  
OUR BACKS BECAUSE  
WE ACCIDENTALLY  
DESTROYED THE STATUE  
OF LIBERTY. WE NEED  
YOUR P.R. ADVICE.



DID YOU TAKE FULL  
RESPONSIBILITY AND  
PROMISE TO CLEAN UP  
THE HARBOR?

OOH.



EARLIER THAT DAY

MANY OF YOU DON'T  
KNOW THAT THE  
STATUE WAS VERY  
OLD. . . AND MADE  
ENTIRELY OF FISH  
FOOD.



DOGBERT THE PUBLIC  
RELATIONS CONSULTANT

SO YOU ACCIDENTALLY  
DESTROYED THE  
STATUE OF  
LIBERTY...



HER HEAD IS FLOATING  
TOWARD CUBA, AND THE  
PRESIDENT WILL  
PROBABLY ORDER THE  
AIR FORCE TO SINK  
IT.



I SHOULD WATCH  
THAT FROM MY  
PRIVATE JET.

FOCUS!



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DOGBERT THE PUBLIC  
RELATIONS CONSULTANT

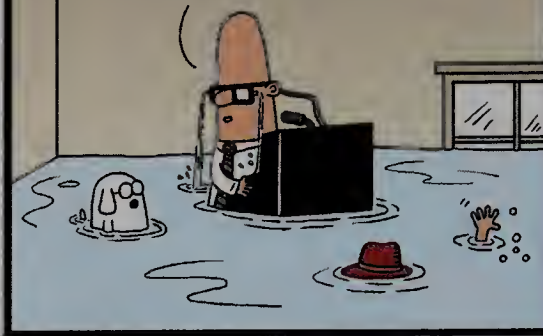
THE PUBLIC WON'T  
FORGIVE YOU UNTIL  
YOU FAKE SOME  
REMORSE.



THESE GLASSES HAVE  
A HOSE THAT LEADS TO  
A PUMPING STATION  
AND A HUGE RESERVOIR  
OF FAKE TEARS.



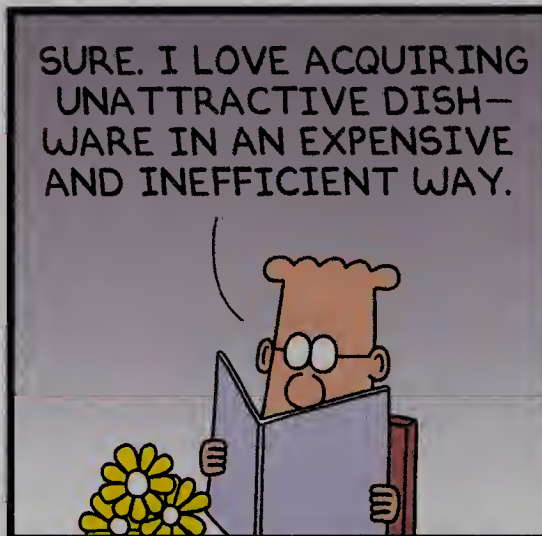
IF WE HAVE ANOTHER  
PRESS CONFERENCE,  
WE SHOULD CRACK OPEN  
A WINDOW.



MAYBE WE COULD  
TAKE A POTTERY  
CLASS TOGETHER.



SURE. I LOVE ACQUIRING  
UNATTRACTIVE DISH-  
WARE IN AN EXPENSIVE  
AND INEFFICIENT WAY.



IT'S  
CALLED  
ART.

MAYBE  
WE COULD  
WHITTLE  
SOME ART  
SPOONS  
TOO.



THERE'S NO OBJECTIVE  
STANDARD FOR  
MEASURING HOW MUCH  
I SHOULD ACCOMPLISH  
IN ANY GIVEN DAY.



NOR CAN WE REALLY  
KNOW IF THINGS  
WOULD HAVE TURNED  
OUT BETTER HAD I  
DONE THINGS  
DIFFERENTLY.



DO YOU  
HAVE A  
POINT?

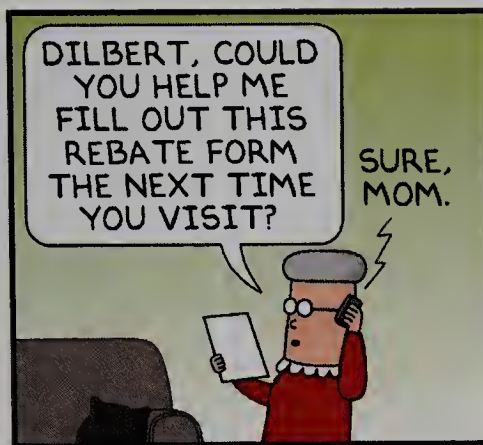
I'M GOING  
HOME EARLY.  
SEE IF YOU  
CAN TELL THE  
DIFFERENCE.



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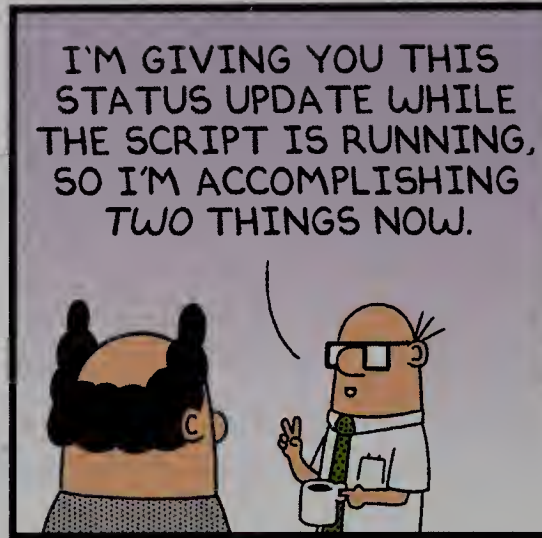
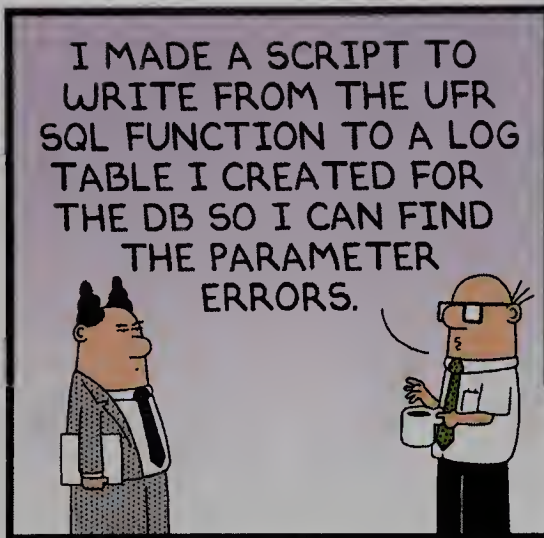
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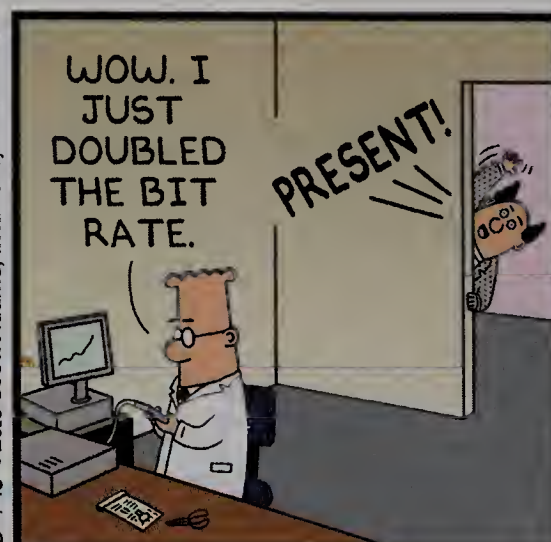
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I ADDED MY NAME  
TO YOUR PATENT  
APPLICATION.

WHAT?

I COULD HAVE STOPPED  
YOU FROM WORKING ON  
IT, BUT I DIDN'T. I'M  
LIKE AN ARTIST WHO  
UNDERSTANDS  
NEGATIVE SPACE.

DO YOU  
KNOW WHAT  
NEGATIVE  
SPACE IS,  
DILBERT?

I'M  
LIVING  
IN IT!!!

... AND THIS IS  
ELLEN. SHE HAS NO  
LEGITIMATE REASON  
FOR ATTENDING THIS  
MEETING.

I ASSUME SHE'S JUST  
NOSEY, OR MAYBE IT'S  
A NETWORKING SORT  
OF THING.

AND THIS  
GUY IS A  
TOTAL  
WASTE OF  
PROTEIN.

MAYBE  
NEXT TIME  
WE SHOULD  
INTRO-  
DUCE OUR-  
SELVES.

THAT'S MY PLAN. I'D  
LIKE TO THANK ALL OF  
YOU FOR YOUR UTTER  
APATHY.

THE  
END

A FEW OF YOU STAYED  
AWAKE, AND I THINK  
I GOT SOME ACCIDENTAL  
EYE CONTACT ONCE  
WHEN THE A.C. MADE A  
NOISE.

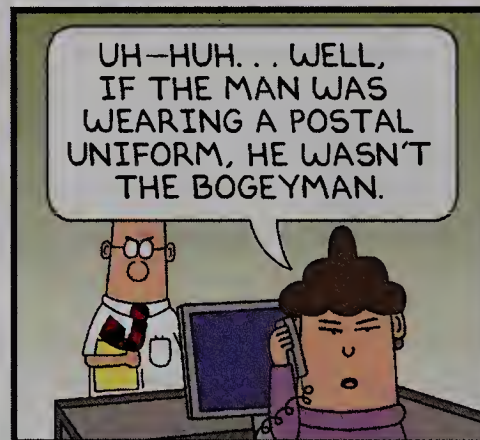
IN CONCLUSION, I  
HATE MY JOB, I HATE  
MY COWORKERS, AND I  
HOPE FERAL CATS EAT  
EVERY ONE OF YOU.

ARE YOU  
TAKING  
QUESTIONS?

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8-8-10

I NEED YOU TO  
WORK ON A HIGHLY  
CONFIDENTIAL  
PROJECT.

WHEN YOU'RE DONE,  
I WANT YOU TO DIG  
YOUR OWN SHALLOW  
GRAVE AND BEAT YOUR—  
SELF TO DEATH WITH  
THE SHOVEL.

WHY DOES IT FEEL AS  
IF MY ENTIRE CAREER  
HAS BEEN PREPARATION  
FOR THIS PROJECT?

YOU'RE  
WELCOME.

I NEED ANSWERS TO  
THESE QUESTIONS FOR  
A CONFIDENTIAL  
PROJECT. I CAN'T TELL  
YOU MORE.

I'M A COMPLETE  
IDIOT AND EVEN I  
CAN DEDUCE FROM  
YOUR QUESTIONS  
WHAT THE PROJECT  
MUST BE.

I ANTICIPATED THAT,  
SO SOME OF YOU IDIOTS  
ARE GETTING PLACEBO  
QUESTIONS.

WELL  
PLAYED.

WE ADDED A NEW  
PERFORMANCE TEST,  
BUT LEARNED THAT THE  
TEST ITSELF IS FLAWED.

NOW OUR PRODUCT  
FAILS OUR OWN  
TESTS AND OUR  
CUSTOMERS ARE  
ASKING TO SEE THE  
TEST RESULTS.

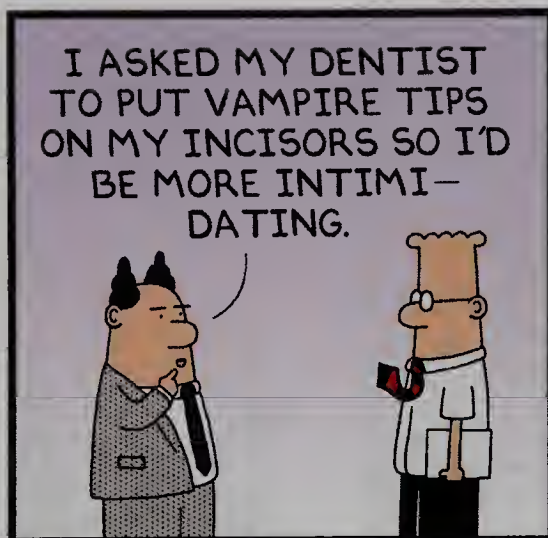
DO I HAVE  
PERMISSION  
TO FAKE THE  
TEST DATA?

I DIDN'T  
EVEN  
KNOW  
DATA  
CAN BE  
REAL.

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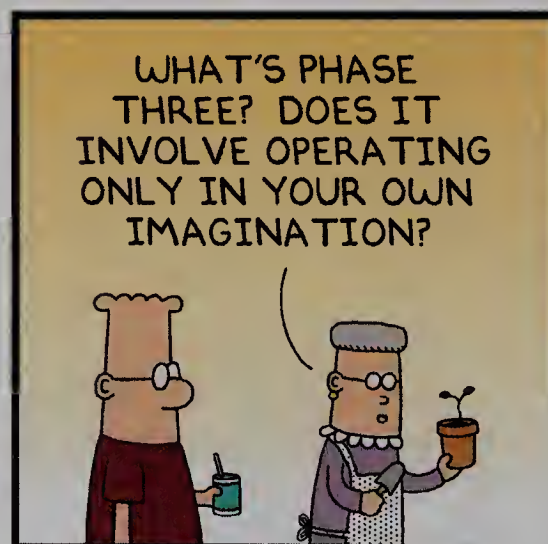
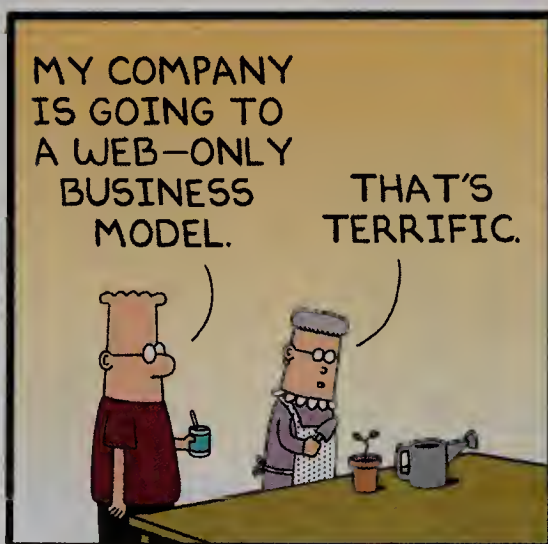
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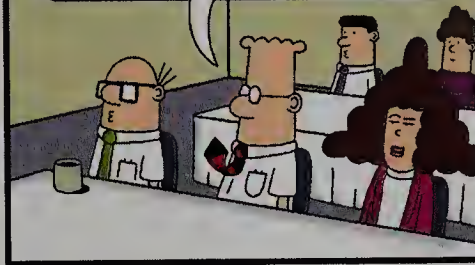


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WE'LL BREAK INTO  
SMALL GROUPS TO  
DISCUSS OPTIONS.



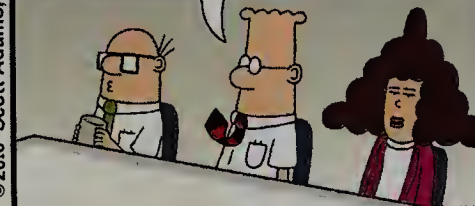
WHY? DO YOU THINK  
WE'LL BE SMARTER  
WHEN WE'RE IN SMALL  
GROUPS?



THAT WAY EVERYONE  
GETS MORE TIME TO  
TALK.



ACCORDING TO YOUR  
THEORY, THE IDEAL  
GROUP SIZE WOULD BE  
ONE PERSON TALKING  
TO HIMSELF.



NO, YOU ALSO NEED  
THE KNOWLEDGE AND  
PERSPECTIVE THAT  
EXTRA PEOPLE BRING.



THAT WOULD ARGUE  
FOR LARGER GROUPS,  
NOT SMALLER ONES.

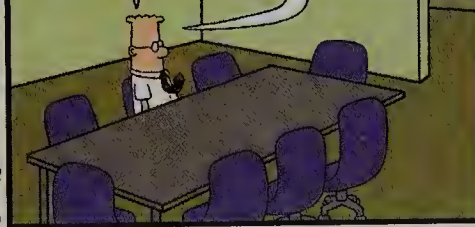


FINE! JUST BREAK  
INTO WHATEVER SIZE  
GROUPS YOU THINK  
MAKE SENSE.



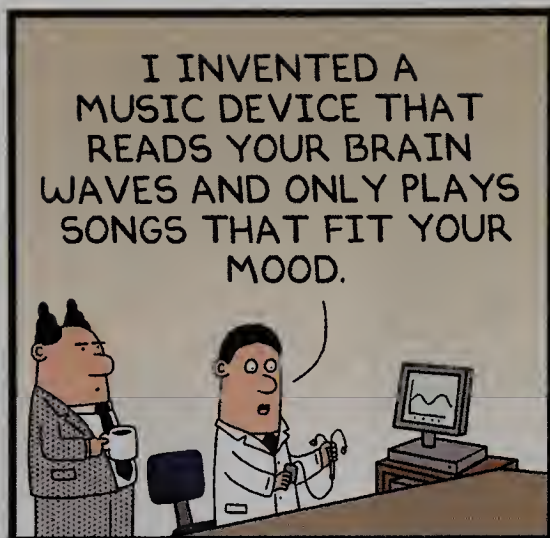
I LIKE  
YOUR  
STYLE,  
DILBERT.

THANK  
YOU FOR  
NOTICING.

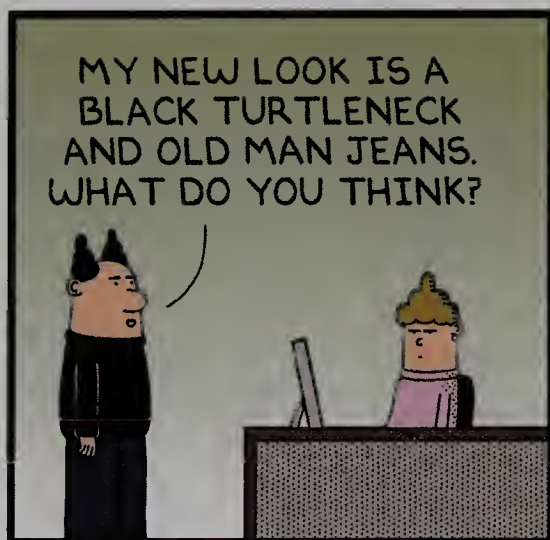
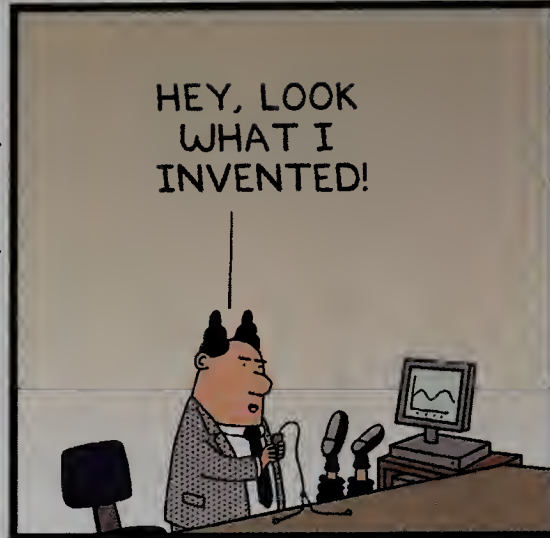


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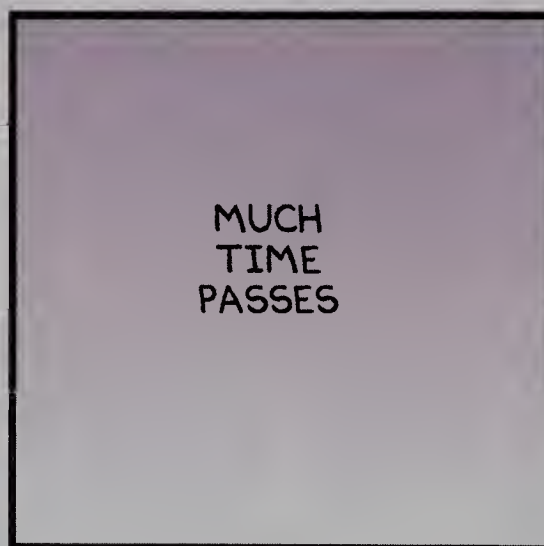
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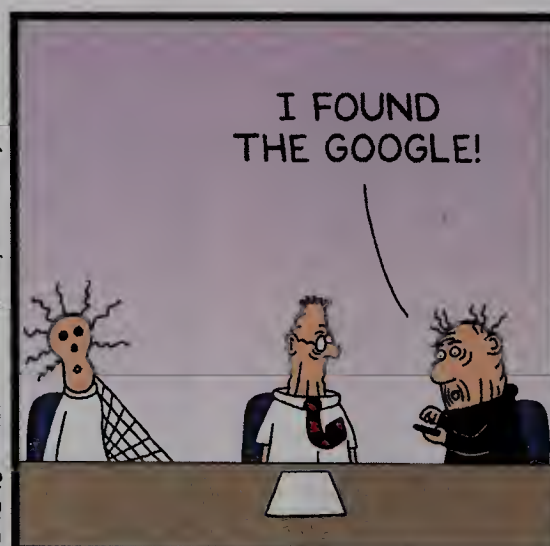
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WE'RE  
REINCORPORATING  
IN DOGBERTLAND FOR  
TAX REASONS.

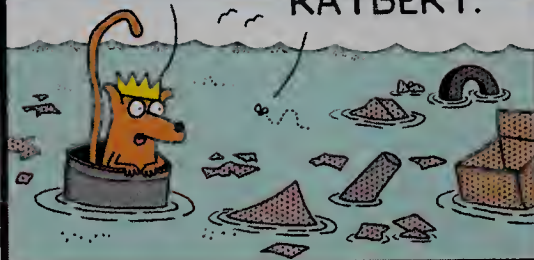
WHERE?

IT'S A FLOATING  
PATCH OF GARBAGE IN  
THE PACIFIC OCEAN THE  
SIZE OF TEXAS.

IN DOGBERTLAND

HOW'S  
THE  
BANKING  
SYSTEM?

BUSINESS  
IS BOOMING,  
KING  
RATBERT.



HAVE YOU MET THE  
NEW HEAD REGULATOR  
FOR OUR INDUSTRY?

AT FIRST IT WAS  
INCONVENIENT TO  
FEED HIM.

LUCKILY I  
STARTED  
LACTATING.

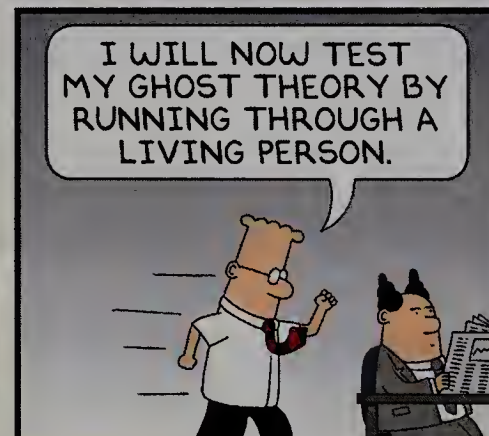
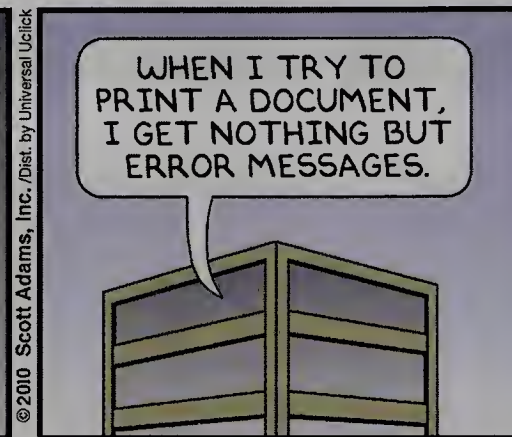
HAVE  
YOU  
TRIED  
KIBBLE?

THIS IS RODNEY.  
HE'S IN CHARGE OF  
PRODUCT SAFETY  
TESTING.

IS OUR NEW  
PRODUCT  
SAFE ENOUGH  
TO START  
SELLING?

##%0

DID THAT  
SOUND LIKE  
"SHIP" TO  
YOU?



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8-22-10

WE'RE HAVING A  
BABY SHOWER FOR  
KIM ON FRIDAY.

I BARELY  
KNOW HER.

SHE'S HAVING  
TRIPLETS. TRY  
TO BRING AN  
APPROPRIATE  
GIFT FOR ONCE.

IT'S A... BOOK ON  
HOW TO LOWER MY  
CARBON FOOTPRINT?

YOU'RE  
KILLING  
US ALL.

I NEED YOU TO  
DELETE ALL OF THE  
UNNECESSARY DATA  
FROM OUR SERVERS  
TO MAKE ROOM.

TECHNICALLY IT'S  
ALL UNNECESSARY  
BECAUSE OUR DECISIONS  
ARE ALWAYS BASED ON  
FLAWED LOGIC ANYWAY.

CAN YOU  
PRETEND  
SOME OF  
IT IS  
NECES-  
SARY?

SURE. CAN  
YOU PRETEND  
I DELETED  
THE STUFF  
THAT ISN'T?

FOR THE PAST FIVE  
YEARS I'VE MANAGED  
YOUR CALENDAR BASED  
SOLELY ON WHAT WOULD  
CREATE THE LEAST  
WORK FOR ME.

IT ALL STARTED  
WHEN YOU TOLD ME  
TO USE MY JUDGMENT  
TO SET PRIORITIES.

IN RETROSPECT, YOU  
SHOULD HAVE HIRED  
SOMEONE WITH LOW  
SELF-ESTEEM.

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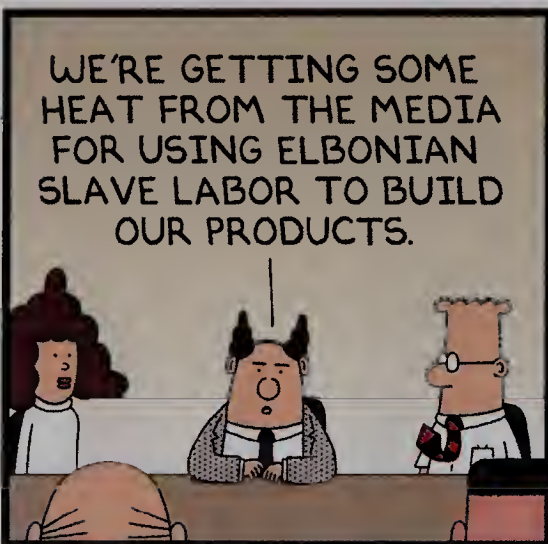
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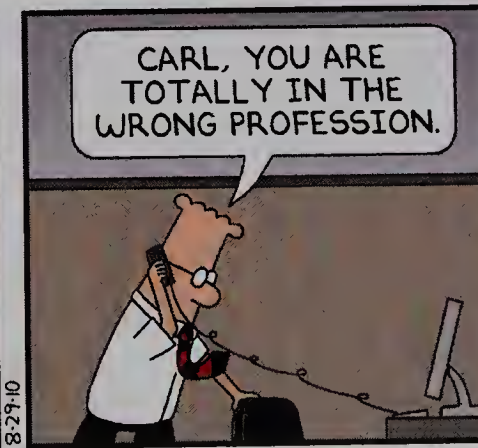
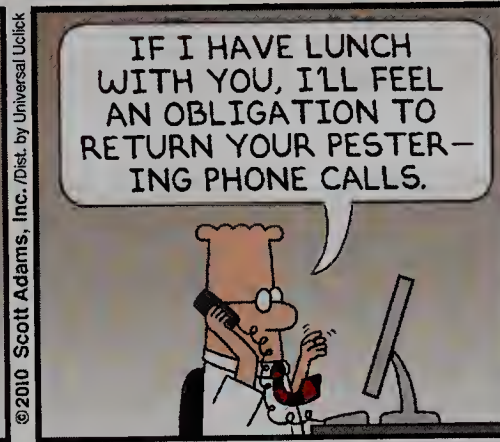
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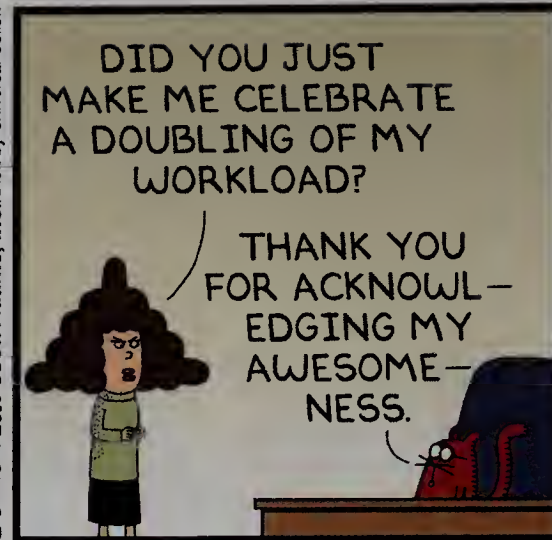


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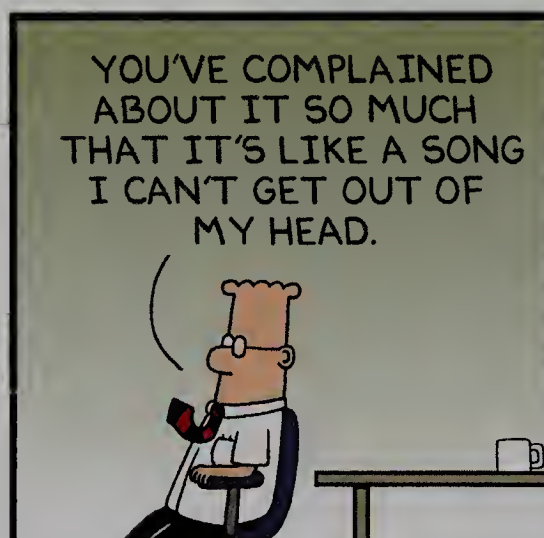


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WALLY, WE'RE CONCERNED ABOUT THE COMMENTS YOU MADE ON YOUR ANONYMOUS EMPLOYEE SURVEY.

YOUR COMMENTS ARE DISTURBINGLY SIMILAR TO THE UNABOMBER'S MANIFESTO. HE WAS A GOOD WRITER.

WE HAVE A PROBLEM.

IS IT A COPYRIGHT THING?

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### COMPANY LAWYER

WE SHOULD CONSIDER DOING A RECALL ON OUR PRODUCT.

WHEN IT WARMS UP, IT EXPLODES AND HURLS POISONOUS SPINES IN EVERY DIRECTION.

WHERE'S THE DIRECTOR OF QUALITY ASSURANCE?

PINNED TO THE TEST LAB CEILING.

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I HAVE A NEW JOB FOR YOU. OUR PRODUCT IS DEFECTIVE AND IT'S KILLING CUSTOMERS.

YOU WANT ME TO ORGANIZE A RECALL?

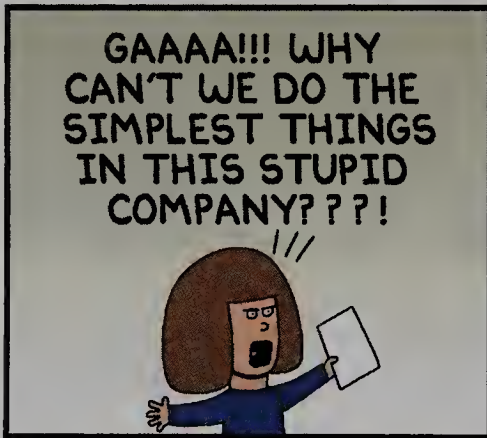
NO.

ENGINEER A FIX?

NO.

YOU'LL NEED OVERALLS, SEVERAL BARRELS OF BLEACH AND SOME SORT OF SCRUBBY BRUSH.

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9-5-10

I GOT TRANSFERRED  
TO OUR CRIME SCENE  
CLEANUP SUBSIDIARY.



I HAVE A COMPETITIVE  
ADVANTAGE BECAUSE I  
HAVE THE CUSTOMER  
LISTS FROM OUR OTHER  
SUBSIDIARIES.



NO, WE HAVEN'T HAD  
ANY DEADLY COMPUTER  
EXPLOSIONS HERE.



I'LL CHECK  
BACK IN AN  
HOUR.



I LOVE YOUR TIE-DYED  
OVERALLS. THAT'S A  
BOLD LOOK.



ACTUALLY, MY JOB  
IS CLEANING CRIME  
SCENES. I DIDN'T HAVE  
TIME TO CHANGE.



THE SINGLES  
SCENE IS ALL ABOUT  
HOW YOU LOOK.



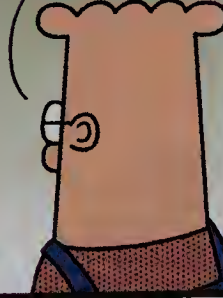
RATBERT, WOULD  
YOU LIKE TO BE MY  
ASSISTANT IN THE  
CRIME SCENE CLEANING  
PROFESSION?



YOU HAD  
ME AT  
"BRAINS  
AND  
SQUEEGEES."



I DIDN'T  
SAY ANY  
OF THOSE  
WORDS.



WOULD  
IT KILL  
YOU TO  
SAY  
THEM  
NOW?



IF IT DOES,  
YOU CAN  
CLEAN ME  
UP.



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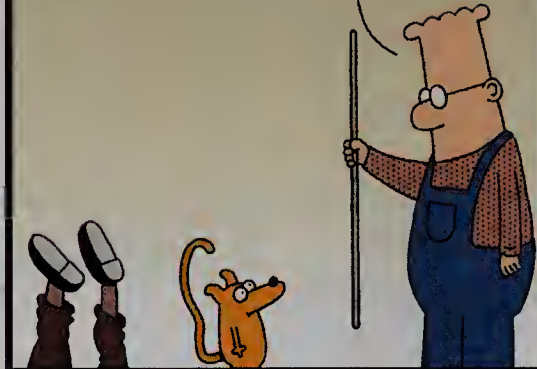
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## CRIME SCENE CLEANING

THERE'S NO BUDGET FOR A MOP OR CLEANING SUPPLIES.



ALL I HAVE IS THIS POLE AND YOU.



YOU COULD DUCT TAPE ME TO THE POLE.



YUP. IF WE HAD DUCT TAPE.

WE NEED TO SHUT DOWN OUR CRIME SCENE CLEANING DIVISION.



APPARENTLY YOUR ASSISTANT, RATBERT, HAS BEEN PUTTING HUMAN REMAINS IN THE RECYCLING BINS.



THAT'S A HARMLESS MISTAKE. WHAT'S THE WORST THING THAT COULD HAPPEN?

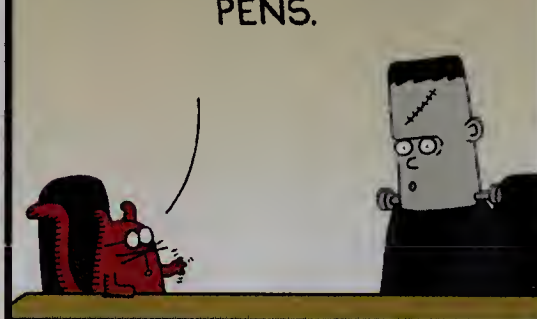


WE NEED SOMEONE TO RUN FOCUS GROUPS ABOUT OUR EXISTING PRODUCTS.

WHAT IS A FOCUS GROUP?



IN OUR CASE, IT'S LIKE A MOB OF ANGRY VILLAGERS ARMED WITH SHARP PENS.



AND YOU'D ALSO BE THE FIRE MARSHAL FOR THE FLOOR. ARE YOU IN?



YEAH. IT'S A TOUGH JOB MARKET.

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9-12-10

BETH IS OUR NEW  
MARKETING MANAGER  
FOR SOCIAL MEDIA.



BY THE WAY, COMPANY  
POLICY FORBIDS THE  
USE OF FACEBOOK AND  
TWITTER AT WORK. AND  
WE DON'T TRUST YOU  
TO WORK FROM HOME.

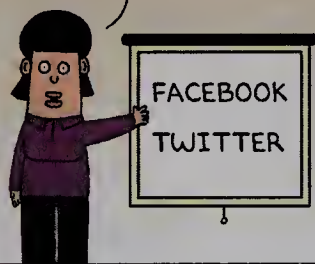


IF YOU  
BLOG  
ABOUT  
HOW LAME  
WE ARE,  
YOU'RE  
FIRED!!!

FIRST  
DAY, NOT  
SO GOOD.



AS THE MARKETING  
MANAGER FOR SOCIAL  
MEDIA, MY JOB IS TO  
USE THESE TWO WORDS  
A LOT.



MARKETING THROUGH  
SOCIAL MEDIA IS LIKE  
HERDING CATS. AND JUST  
TO MAKE IT INTEREST-  
ING, MANY OF THE CATS  
ARE DRUNK AND STUPID.



BURN.

I AM  
TOTALLY  
DEFRIENDING  
THAT WITCH.



OUR HIGHEST PRIORITY  
IS SATISFYING OUR  
CUSTOMERS... EXCEPT  
WHEN IT IS HARD... OR  
UNPROFITABLE... OR  
WE'RE BUSY.



CLICK CLICK CLICK  
CLICK CLICK CLICK  
CLICK CLICK



ARE YOU  
TWEETING  
MY  
QUOTES?

BOOK  
DEAL!  
CHA-  
CHING!!!



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GOOD NEWS: I GOT  
A BOOK DEAL BASED  
ENTIRELY ON THE  
DUMB THINGS  
YOU'VE SAID.



IT'S TOTALLY  
LEGAL BECAUSE THE  
LAW ONLY PROTECTS  
"INTELLECTUAL"  
PROPERTY.



FRUGGA  
BUGGA!!!

AND SO  
BEGAN THE  
SEQUEL.



### DOGBERT PUBLISHING

I'M ASSIGNING A  
GHOST WRITER TO  
TIGHTEN UP YOUR  
FIRST DRAFT.



TECHNICALLY, HE'S NOT  
A GHOST YET. HE'S JUST  
A GUY WHO LOST A  
KNIFE FIGHT.



HOW LONG  
DO I HAVE  
TO WAIT?

IF YOU'RE  
IN A HURRY,  
STEER HIM  
TOWARD THE  
WINDOW.



SOON MY BOOK OF  
POINTY-HAIRED  
BOSS QUOTES WILL  
BE PUBLISHED AND I  
WILL BE RICH.



IT SOUNDS  
GREAT. I CAN'T  
WAIT TO GET MY  
PIRATED COPY.



OR YOU  
COULD  
BUY IT.

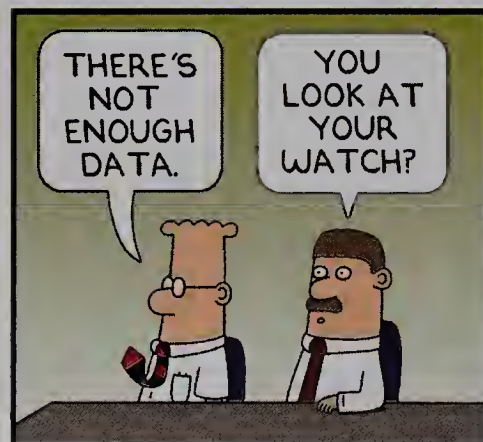
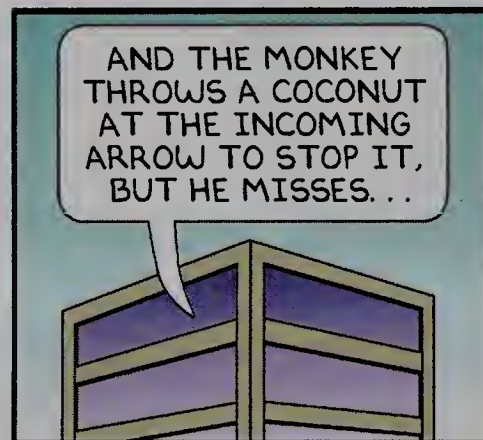
I THOUGHT  
YOU SAID IT  
WAS A BOOK.



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9.19.10

GAAA!!!  
IT HURTS  
SO BAD!



THAT ARTIFICIAL  
DISPLAY OF PAIN WAS  
A REMINDER THAT  
SOFTWARE IS NOT  
CREATED BY MAGIC.



THE ELVES  
ARE GETTING  
UPPITY.



OUR NEW PRODUCT  
IS A USELESS BLOCK  
OF WOOD.



WHEN CUSTOMERS  
COMPLAIN THAT IT  
WON'T MAKE PHONE  
CALLS, WE'LL BLAME  
THE NETWORK.



WHO  
WOULD  
WANT...  
WHOA,  
THIS IS  
COOL.



YOU'D BE  
LUCKY TO  
HAVE ONE.



YOUR PRODUCT IS  
NOTHING BUT A  
PIECE OF WOOD. YOU  
NEED A CHARISMATIC  
PITCHMAN TO MAKE  
GULLIBLE  
CONSUMERS  
BUY IT.



NORMALLY THAT WOULD  
BE YOUR JOB AS CEO.  
UNFORTUNATELY, YOU  
REMINDE PEOPLE OF A  
GIANT...



LEADER?



EXACTLY.



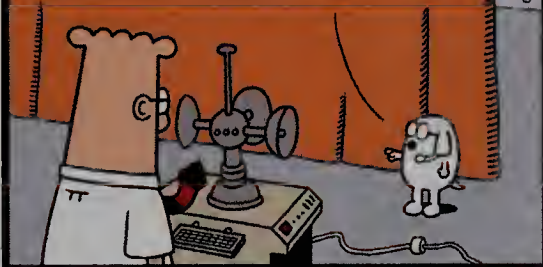
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## DOGBERT THE PITCHMAN

FIRE UP THE REALITY  
DISTORTION FIELD AS  
SOON AS I'M INTRO-  
DUCED.



OUR PRODUCT IS  
NOTHING BUT A  
BLOCK OF WOOD, AND  
YET YOU NEED THREE  
OF THEM.



I AM A  
CREATIVE  
INDIVIDUAL  
WHO DOES  
AS HE IS  
TOLD.

I CAN'T  
FEEL MY  
ARM!



I SIGNED YOU UP FOR  
A CLASS TO TRY AND  
GET RID OF THAT  
THING YOU HAVE.

WHAT  
THING?



THE THING. YOU KNOW.  
THE THING THAT MAKES  
YOU THE WAY YOU ARE.

MY  
PERSON-  
ALITY?



EXACTLY. BUT WE  
CALL IT **COMMUNICA-  
TION SKILLS** BECAUSE  
IT SOUNDS LESS RUDE.



## COMMUNICATION SKILLS TRAINING

TODAY YOU WILL LEARN  
HOW TO LISTEN TO  
IDIOTS WITHOUT  
SNORTING.

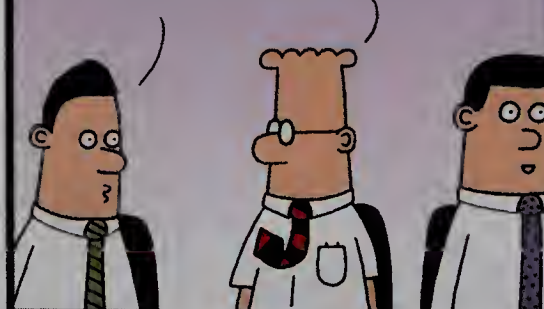


BREAK INTO GROUPS  
OF TWO, WITH ONE  
IDIOT AND ONE  
NON-IDIOT IN EACH  
PAIR.



DO YOU  
WANT  
TO BE MY  
PARTNER?

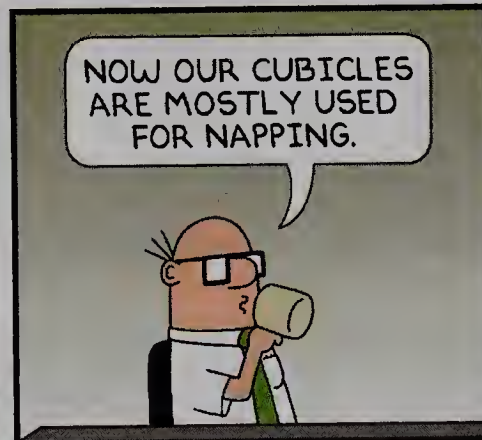
UM...



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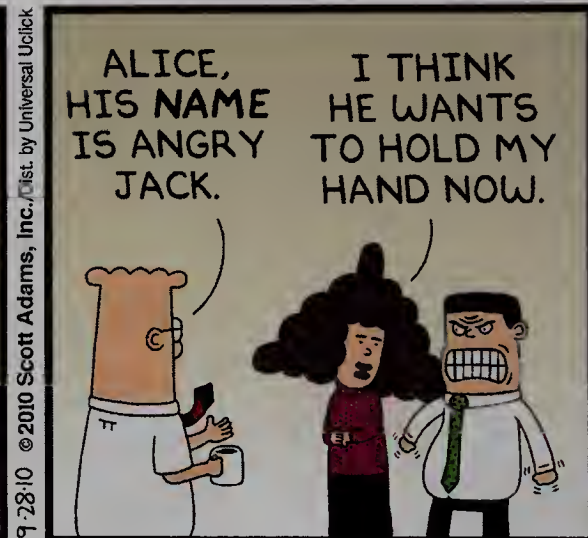


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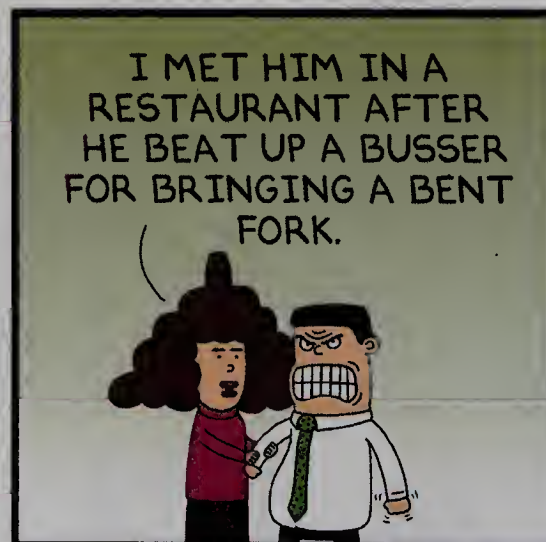
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DON'T BE  
AFRAID  
OF CHANGE,  
ASOK.

OKAY.  
WAIT.  
WHAT?

YOUR SUBTLE  
IMPLICATION  
IS THAT I SHOULD  
CHANGE TO BE  
MORE LIKE YOU!

BUMPY  
START.

I CHOOSE  
DEATH!

OUR MARKETING  
CAMPAIGN DEPENDS  
ON WORD OF MOUTH.  
UNFORTUNATELY, OUR  
PRODUCT IS BAD.

SO WE FOUND A GUY  
WITH POOR JUDGMENT  
AND A HUGE MOUTH TO  
SAY GOOD THINGS.

PRESENT.

MARKET-  
ING ISN'T  
A REAL  
THING, IS  
IT?

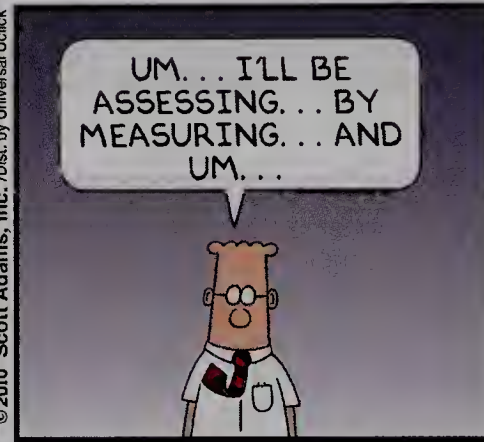
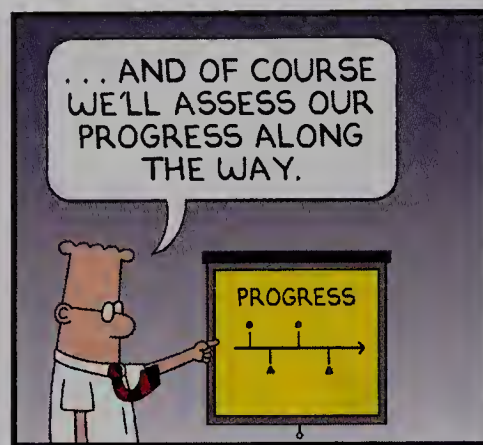
IT'S  
MOSTLY  
GUESSING.

OUR AD CAMPAIGN  
WILL PORTRAY USERS  
OF OUR COMPETITOR'S  
PRODUCTS AS BABY-  
EATING HOBOES.

WHILE OUR USERS WILL  
BE PORTRAYED BY THE  
COOLEST GUY IN THE  
ENTIRE WORLD.

SOON THE MEETING  
TURNED UGLY

THEN WHY ARE YOU  
SHOWING A SLIDE OF  
A GIANT @\$\$#0%\*?



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10-3-10

ALICE BROKE MY  
ARM. YOU NEED TO  
DO SOMETHING  
ABOUT THIS.



OKAY. I'LL COMPARE  
ALICE'S ECONOMIC  
VALUE TO YOURS AND  
DECIDE WHO TO FIRE.



NO FAIR!  
SHE'S AN  
ENGINEER!

YOU GOT  
BEAT UP BY  
SOMEONE  
WHO IS ALSO  
BETTER AT  
MATH?



WHAT DO YOU GET  
WHEN YOU COMBINE  
COGNITIVE BIAS  
WITH INACCURATE  
INFORMATION?



OUR BUSINESS  
STRATEGY! HAHA—  
HAHAHAHA!!!

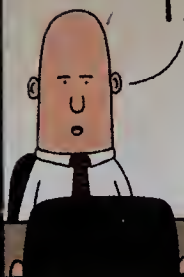


I GUESS  
I SHOULD  
KEEP MY  
DAY JOB.

GOOD  
LUCK  
WITH  
THAT.



MISTER DOGBERT WILL  
DESCRIBE OUR "POISON  
PILL" STRATEGY FOR  
PREVENTING AN  
UNFRIENDLY  
TAKEOVER.



IT TURNS OUT THAT  
NO ONE WANTS TO  
BUY A CRIMINALLY  
MISMANAGED QUAG—  
MIRE. SO YOU'RE ALL  
SET.



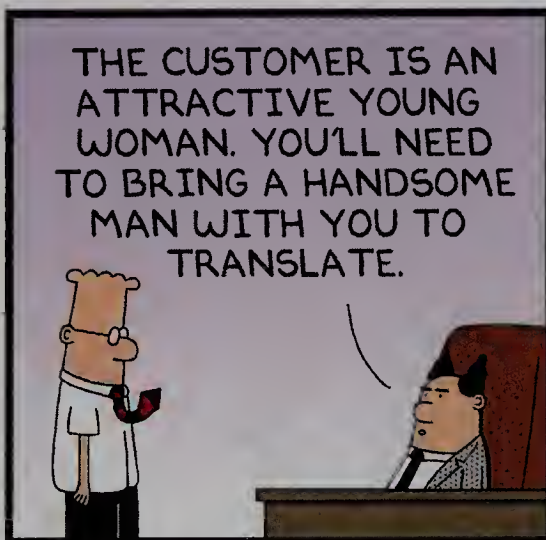
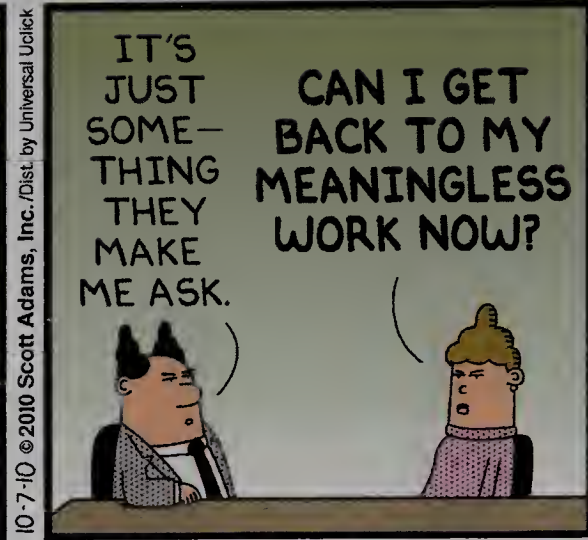
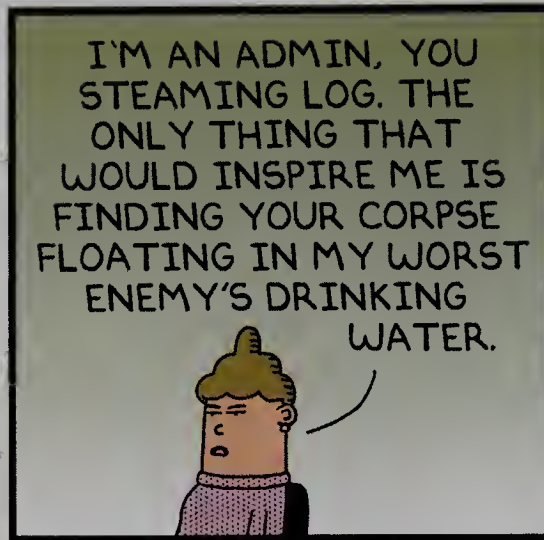
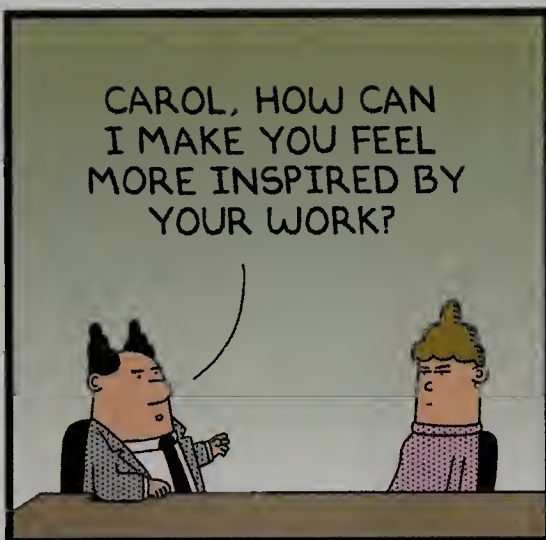
MAYBE NEXT TIME  
YOU WON'T SKIP THE  
PRE-MEETING.



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WALLY, HAVE YOU  
MADE ANY PROGRESS  
CODING YOUR MODULE?



PROGRESS IS  
DIFFICULT TO  
MEASURE IN THE  
SOFTWARE REALM.



YOU COULD MEASURE  
THE LINES OF CODE I  
PRODUCE, BUT THAT  
WOULD REWARD  
INEFFICIENCY.



THE ART OF THIS  
JOB IS BINDING THE  
RARE MOMENTS OF  
INSPIRATION TO  
KNOWLEDGE AND  
MACHINES.



IN FACT, JUST A  
MINUTE AGO I COULD  
FEEL THE INSPIRATION  
WELLING UP INSIDE ME.



BUT THEN YOU  
INTERRUPTED ME  
WITH YOUR NAIVE  
QUESTION AND THE  
MOMENT WAS LOST.



MAYBE YOU SHOULD  
GO BACK TO YOUR  
OFFICE AND REFLECT  
ON THE DAMAGE YOU'VE  
DONE HERE TODAY.

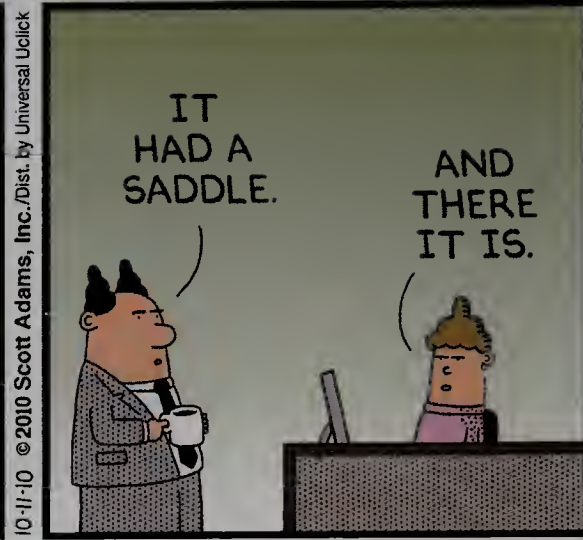


THERE GOES THE ONE  
PERSON WHO HAS LESS  
OF A REAL JOB THAN  
I DO.

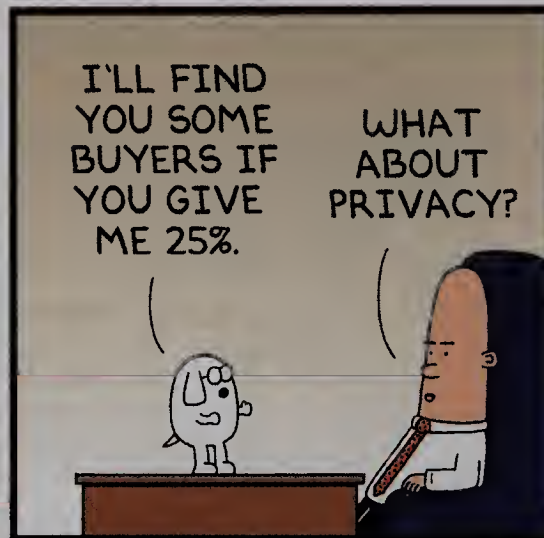
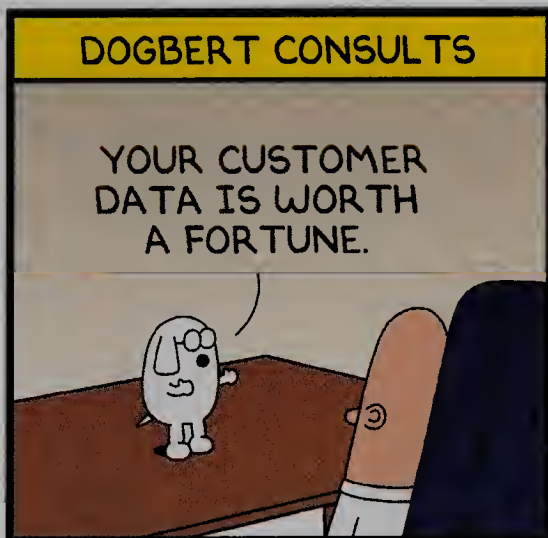


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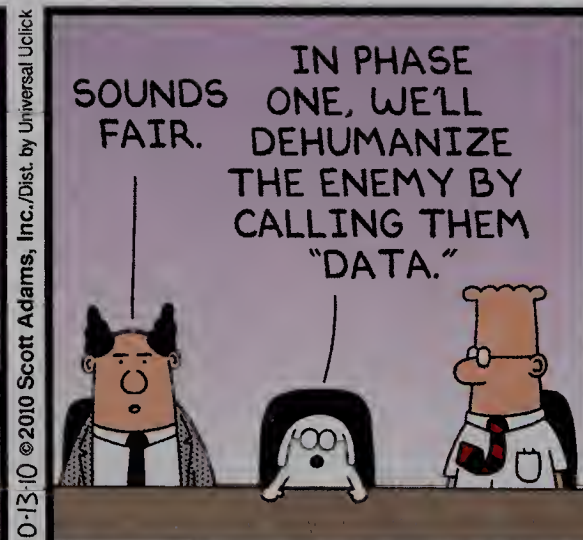
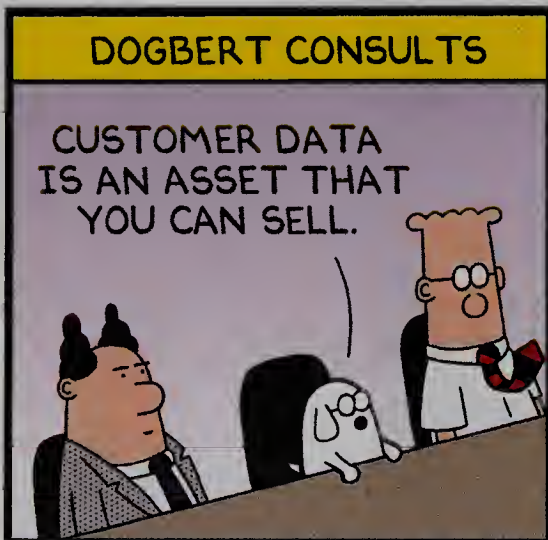
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CUSTOMERS ARE  
COMPLAINING THAT  
WE SOLD THEIR  
PERSONAL DATA.



AND APPARENTLY  
ALL OF THE BUYERS  
WERE IDENTITY  
THIEVES.



THAT'S IMPOSSIBLE.  
WE CHECKED EVERY  
BUYER'S IDENT. . .



HOW CAN WE REBUILD  
THE TRUST OF OUR  
CUSTOMERS? LET'S  
BRAINSTORM.



WE COULD STOP USING  
MISLEADING BENCH-  
MARK TESTS TO SELL  
SHODDY PRODUCTS  
THAT HAVE HIDDEN  
COSTS.



I HEARD SOMEONE  
SAY "LIE." LET'S  
WRITE THAT ONE  
DOWN.



ASOK, I WANT YOU  
TO MAKE DECISIONS  
AS IF YOU OWNED  
THE COMPANY.



CLEAR OUT  
YOUR DESK, YOU  
WORTHLESS  
BAG OF MEAT!



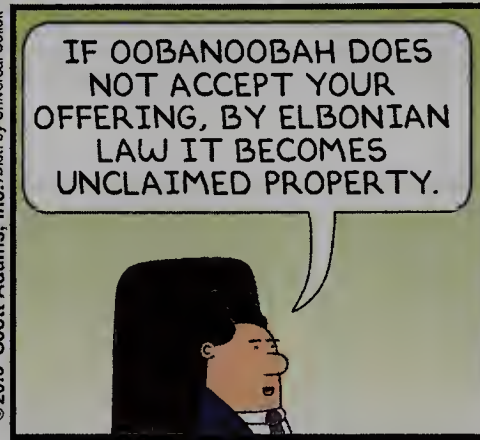
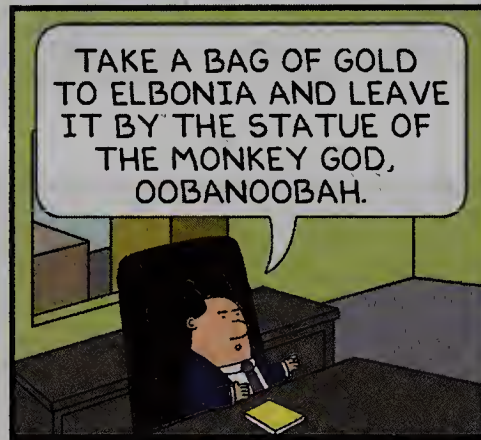
SORRY. THE FAKE  
POWER WENT TO  
MY HEAD FOR A  
MOMENT.



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10-17-10

KEN, YOU'VE  
ALMOST REACHED  
YOUR SALES BONUS  
LEVEL WITH TIME  
TO SPARE.



OBVIOUSLY I  
SET YOUR BONUS  
THRESHOLD TOO LOW.  
I'LL NEED TO ADJUST  
IT UPWARD RETRO-  
ACTIVELY.



MAYBE  
I'M  
JUST A  
GREAT  
SALES-  
PERSON!



THAT'S  
THE  
SPIRIT!  
STAY  
HUNGRY!



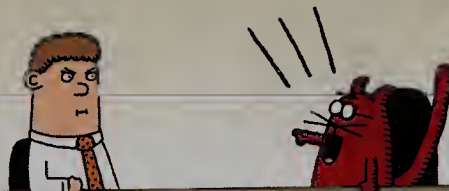
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CATBERT: EVIL DIRECTOR  
OF HUMAN RESOURCES

EVERY TIME I GET  
NEAR MY SALES BONUS  
LEVEL, THE POINTY-  
HAIREDD BOSS RAISES  
THE TARGET!



HA HA HA! THAT'S  
THE FUNNIEST THING  
I'VE EVER HEARD!  
HE JUST YANKS IT  
AWAY! HA HA HA!



I WAS  
HOPING  
FOR  
SOME  
SUPPORT.



THEN BUY  
A CANE  
AND TALK  
TO THE  
TAIL!  
OOOGAH!



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I HATE SALES. CAN  
YOU CROSS-TRAIN ME  
TO BE AN ENGINEER?



ABSOLUTELY. ALL  
YOU NEED IS A TIME  
MACHINE AND A BRAIN  
WITH TWICE AS MANY  
FOLDS AS YOUR CURRENT  
MODEL.



MAYBE  
I COULD  
TRY  
MARKET-  
ING.



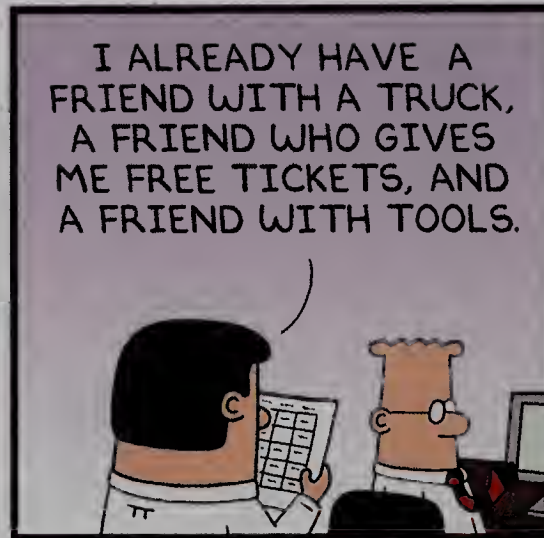
THAT'S  
JUST  
LIQUOR  
AND  
GUESSING.



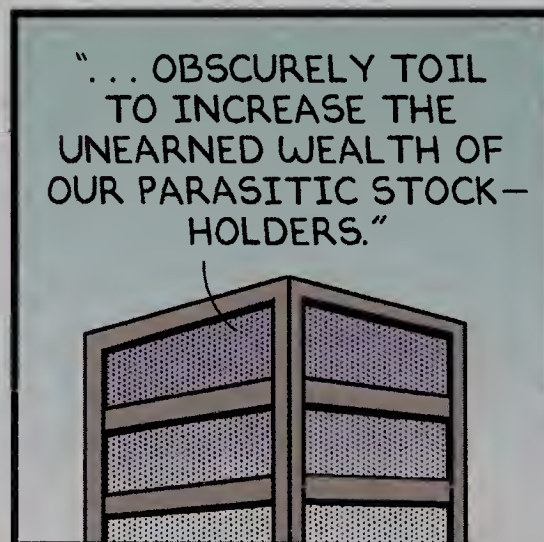
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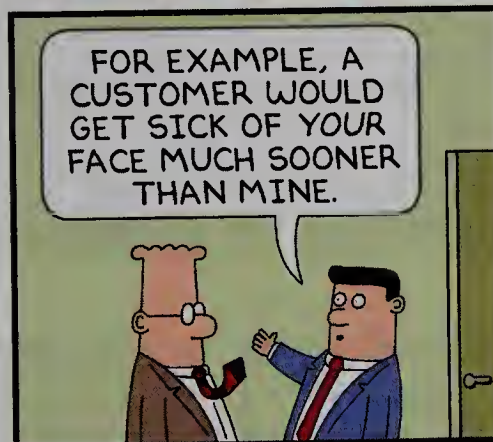
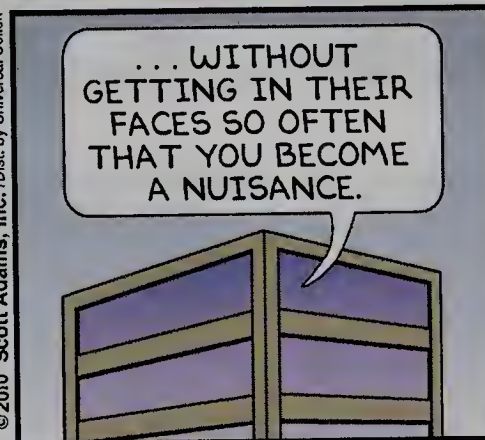
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1024-10

TRADITION REQUIRES  
THAT EVERY MEETING  
HAS ONE BUZZWORD—  
BABBLING IDIOT.



WE HAVE NO NATURALS  
TODAY, SO ASOK HAS  
GRACIOUSLY AGREED  
TO FILL THE ROLE.

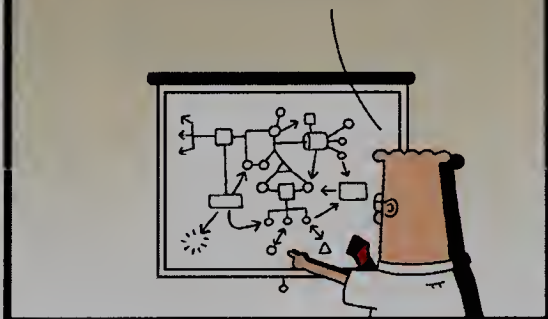
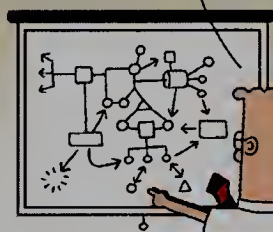


GOOD JOB.  
YOU'RE  
TOTALLY  
SELLING  
IT.

WE NEED  
A MULTI-  
PLATFORM  
APPLICATION  
STRATEGY!



OUR PROJECT PLAN  
IS SO COMPLICATED  
THAT FAILURE IS  
ASSURED.



BUT COMPLEXITY IS  
TOO ABSTRACT FOR  
YOU TO MANAGE, SO  
INSTEAD YOU WILL  
SPRAY MY ENERGY  
INTO THE VORTEX  
OF FAILURE.

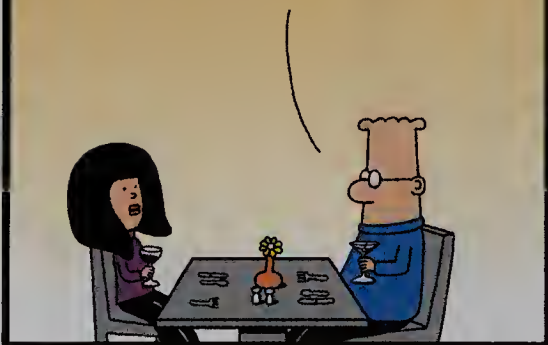


GO.

I NEED YOU TO  
FINISH IT SIX  
WEEKS SOONER  
FOR A TRADE  
SHOW.



MAYBE I CAN'T  
OFFER AS MUCH AS  
OTHER GUYS.



I SPEND MY DAYS  
CLINGING TO THE  
WALLS OF MY FABRIC-  
COVERED BOX WHILE  
BEING CONSUMED BY  
A VORTEX OF FAILURE.



BUT  
LONG  
TERM...

PROBABLY  
CHOKED  
TO DEATH  
ON AN  
OLIVE.



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I'M TAKING YOUR  
ADVICE TO BE MORE  
ENTREPRENEURIAL  
AT MY JOB.

FAILING 90% OF THE  
TIME IS VERY SIMILAR  
TO NOT TRYING AT ALL.  
I'M PRETTY SURE YOU  
WON'T BE ABLE TO TELL  
THE DIFFERENCE.

WHICH ONE  
AM I DOING  
NOW?

ASOK, YOU'VE BEEN  
SUCH A GOOD INTERN  
THAT I'VE DECIDED TO  
PROMOTE YOU.

YOUR NEW STATUS  
IS CALLED LIMBO. YOU  
WILL EXIST IN A PLANE  
BETWEEN THE LIVING  
AND THE DAMNED.

YES!!!  
I WILL  
EXIST!

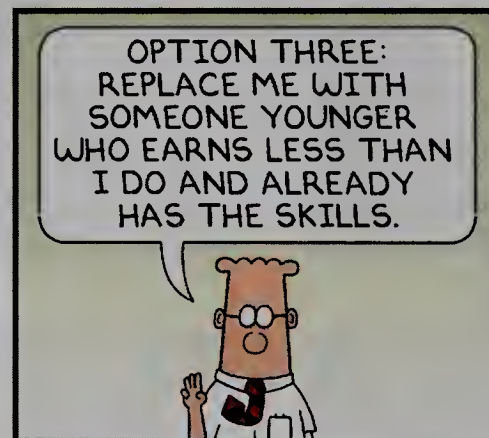
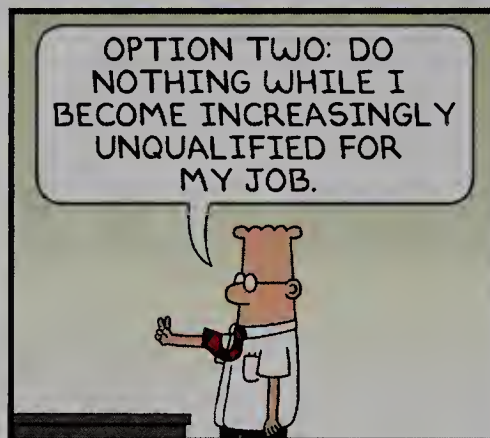
GREAT.  
IT WENT  
RIGHT TO  
HIS HEAD.

FOR THE PAST SIX  
MONTHS YOU'VE DONE  
NOTHING BUT UPDATE  
YOUR FACEBOOK PAGE.

NOW WE HAVE AN  
OPENING FOR A  
MARKETING MANAGER  
FOR SOCIAL NETWORKS  
AND YOU'RE TOTALLY  
QUALIFIED. IT'S A  
HUGE RAISE AND A  
PROMOTION.

CRIME  
PAYS!  
I KNEW  
IT!!!

WE'RE  
HOPING  
YOU CAN  
LIE AS  
WELL AS  
YOU  
STEAL.



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10/31/10

I'M GETTING A LOT OF COMPLAINTS ABOUT YOU EATING YOUR LUNCH IN THE CLEAN ROOM.



AND PEOPLE DON'T LIKE IT WHEN YOU USE YOUR LOOFAH IN THERE.



THAT'S MY FRENCH BREAD. AND I CAN'T HELP IT IF MY BACK ITCHES.



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ARE YOU RUNNING INTO ANY PROBLEMS?

ONLY THE KIND THAT YOU MAKE WORSE.



NAME ONE PROBLEM THAT I MAKE WORSE!

I HAVE TOO MANY DISTRACTIONS.



DO YOU HAVE ANY PROBLEMS THAT AREN'T LIKE THAT ONE?

ONLY IN MY FANTASIES.



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WHAT DO YOU THINK OF MY PLAN, ALICE?



I'LL BET YOUR LEFT BRAIN IS SO TINY THAT YOU STAGGER IN A CLOCKWISE DIRECTION.

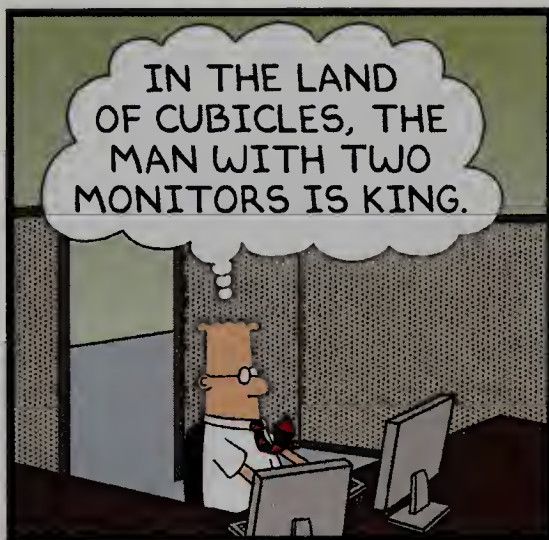


I'LL ASK SOMEONE ELSE.

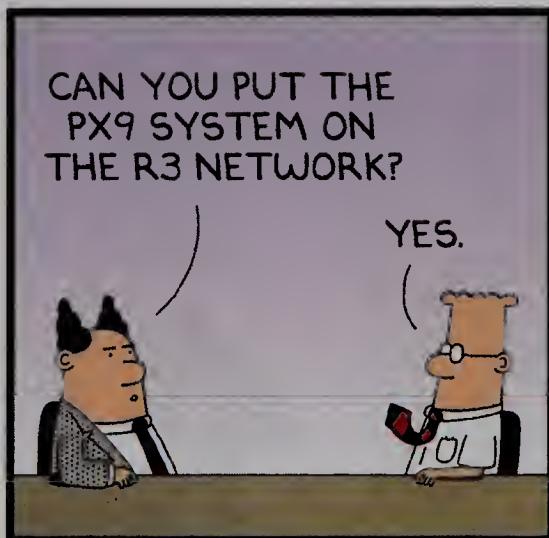
WALK TOWARD THE CREDENZA AND YOU'LL HAVE A GOOD CHANCE OF HITTING THE DOORWAY.



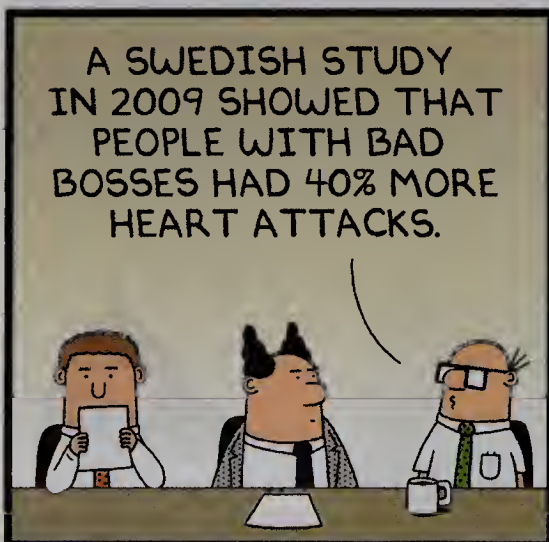
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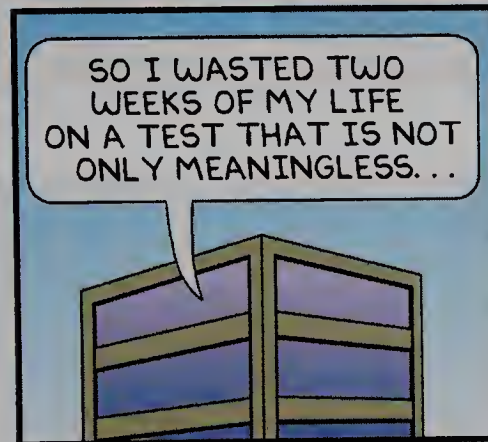
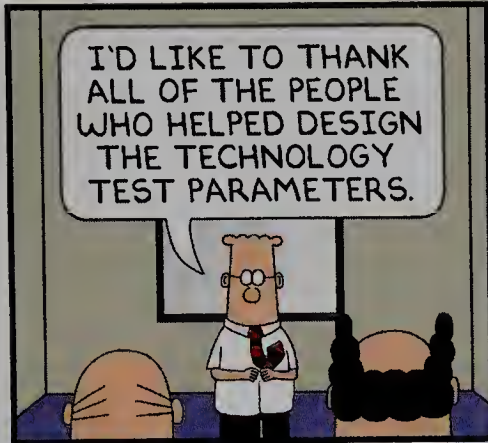


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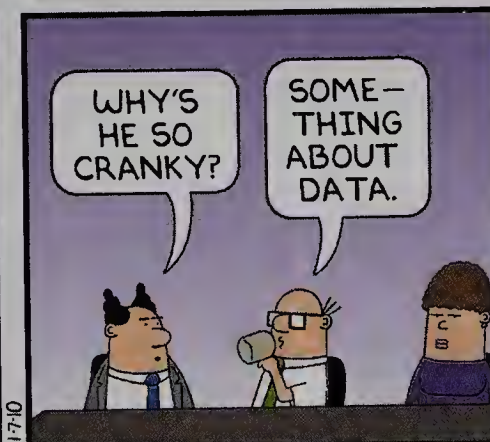
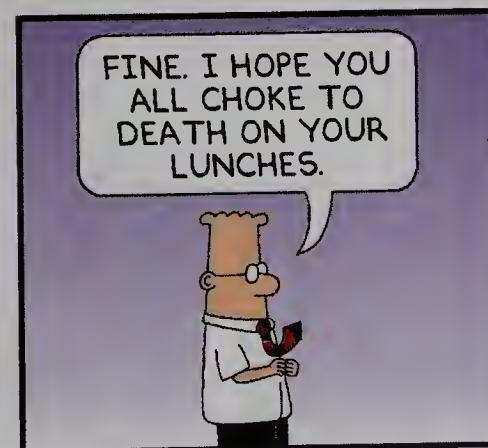
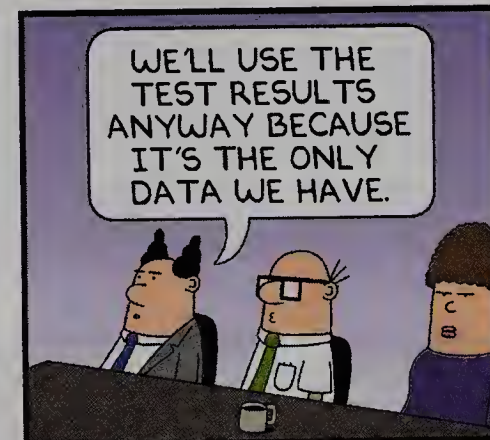
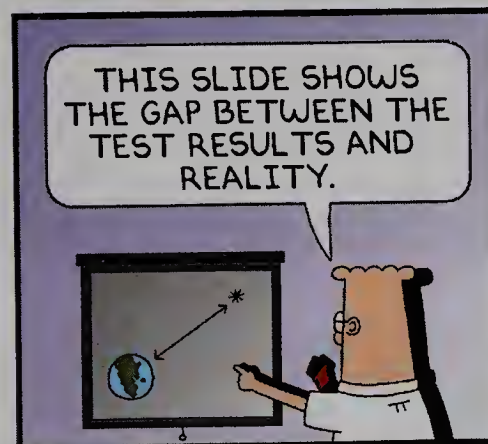


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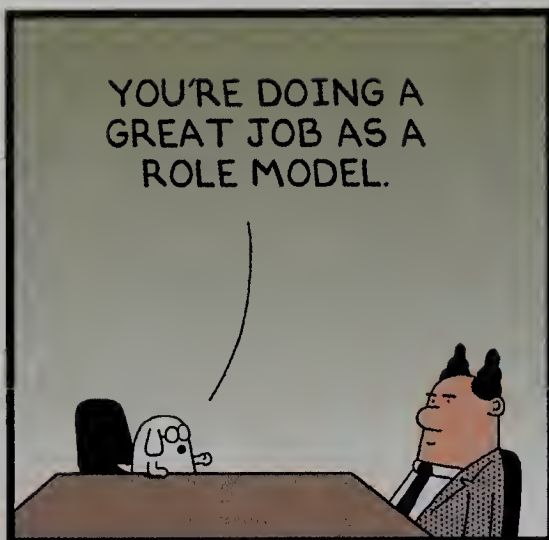




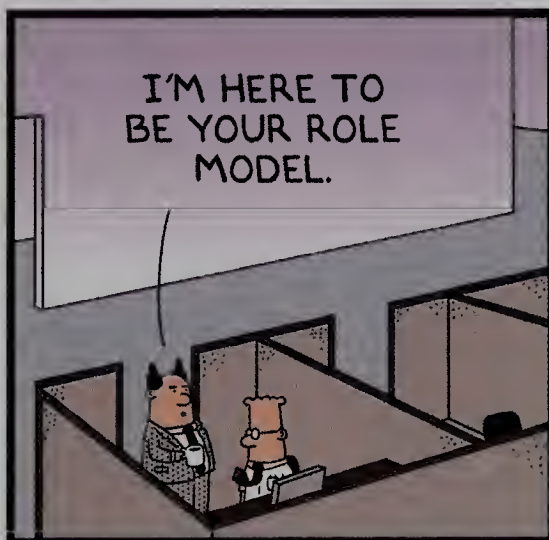
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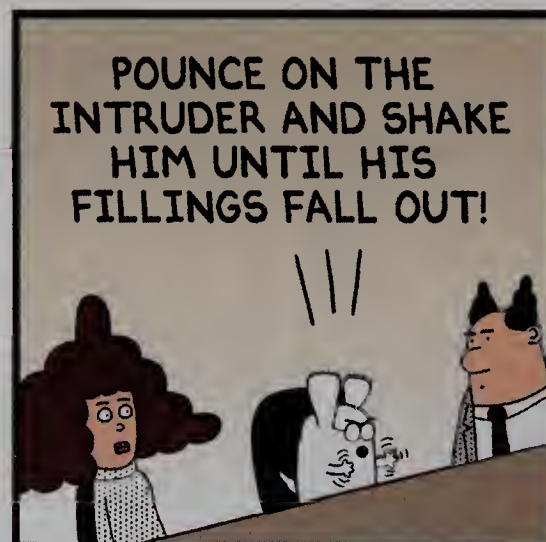
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MY JOB IS TO CREATE  
AN ENVIRONMENT  
WHERE EMPLOYEES  
FEEL SAFE TAKING  
RISKS.



MY OTHER JOB IS  
PUNISHING EMPLOYEES  
WHO MAKE ANY KIND  
OF MISTAKE.



MY POINT IS THAT  
I'M GLAD I DON'T  
HAVE *YOUR* JOB.



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YOU'RE  
TWO  
HOURS  
LATE.

I WAS  
DOING  
E-MAIL  
IN THE  
PARKING  
LOT.



I LIKE TO BANG OUT  
A FEW HOURS OF WORK  
BEFORE SOME IDIOT  
STARTS ASKING ME  
DUMB QUESTIONS.



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IT WOULD BE FUNNY  
IF THE NEXT THING  
YOU SAY IS IN THE  
FORM OF A QUESTION.



HI HO! I'M A COMMON  
STOCKHOLDER. I'M  
HERE TO SEE HOW MY  
INVESTMENT IS  
COMING ALONG.



OKAY, FIRST ON THE  
AGENDA, WE NEED TO  
BLOW OUR BUDGET  
BEFORE YEAR END SO  
WE DON'T GET LESS  
MONEY NEXT YEAR.

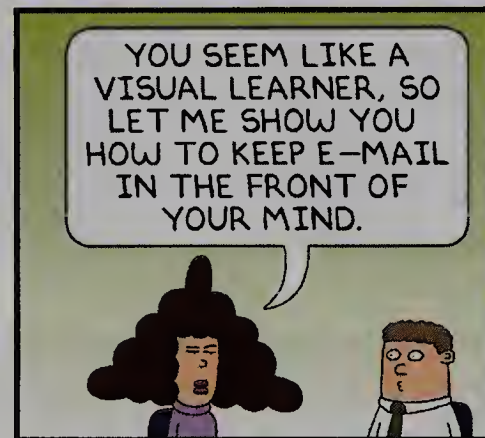


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HOW MANY  
TEN-DOLLAR  
MOUSE  
PADS CAN  
WE GET FOR  
\$10,000?

I  
HOPE  
THIS  
IS A  
PANIC  
ATTACK.





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11-14-10

SORRY, I DIDN'T  
HAVE TIME TO GET  
THE INFORMATION  
YOU ASKED FOR.



YOU'RE SAYING THAT  
FOR AN **ENTIRE WEEK**,  
EVERY SINGLE THING  
YOU DID WAS MORE  
IMPORTANT THAN  
MY TEN-MINUTE  
REQUEST?



YES, BUT THE WAY  
I SAID IT DOESN'T  
MAKE ME THINK OF  
A BROOMSTICK.



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ARE YOU LEVERAGING  
OUR RESOURCES TO  
OPTIMIZE THE CLIENT  
VALUE STREAM?

WHAT?



I'M JUST MESSING  
WITH YOU. NOTHING  
I SAY IN MEETINGS  
ACTUALLY MEANS  
ANYTHING.



THEN  
WHY DO  
YOU  
TALK?

I TRIED  
LISTEN-  
ING ONCE.  
IT WAS  
AWFUL.



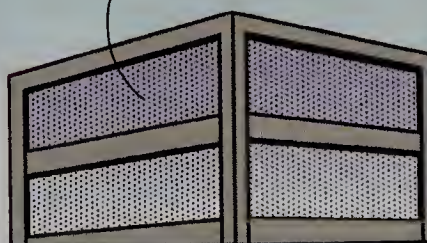
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THE MAN WHO COULD  
NOT SUMMARIZE

IT ALL STARTED  
4.53 BILLION YEARS  
AGO DURING THE  
HADEAN EON.



I HOPE YOU DON'T  
MIND IF I SKIP OVER  
THE PART WHERE THE  
EARTH FORMED BY  
ACCRETION FROM  
THE SOLAR NEBULA.



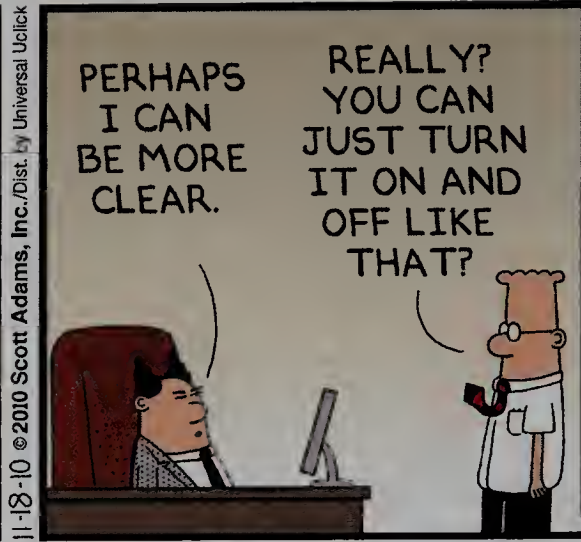
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HOURS LATER

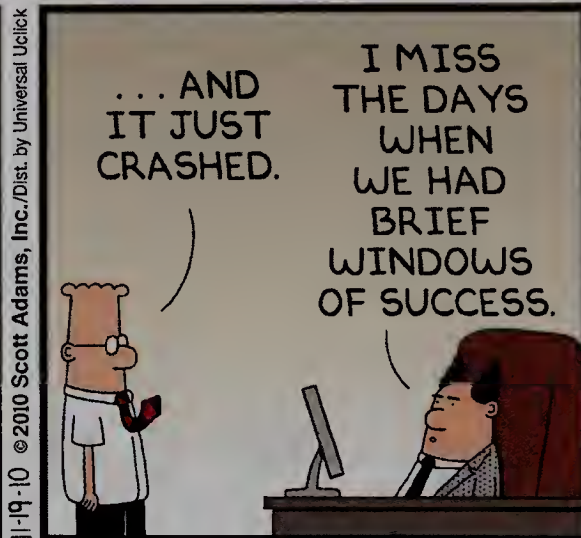
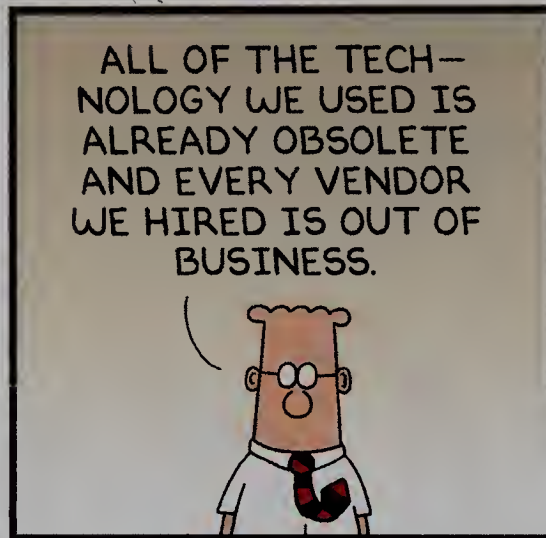
... AND  
THAT  
FORMED  
WHAT WE  
CALL THE  
MOON.

MAYBE I'LL  
JUST ASK  
SOMEONE  
ELSE WHAT  
TIME IT IS.





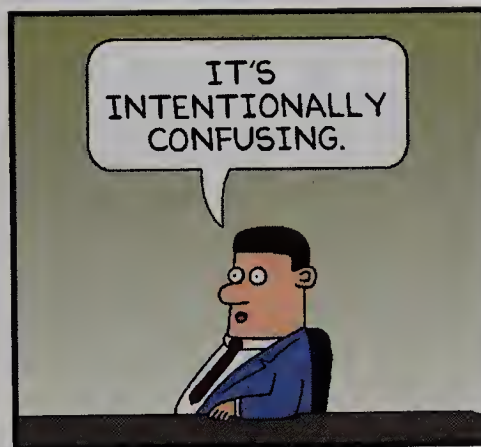
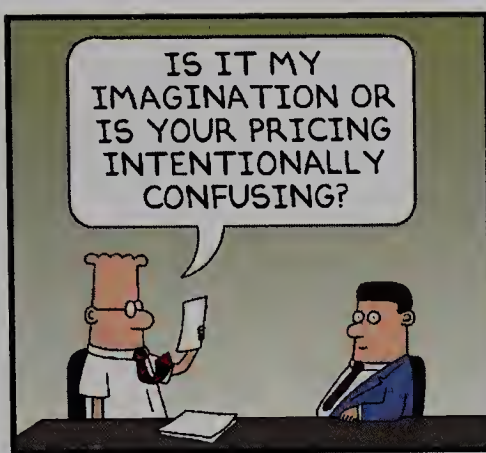
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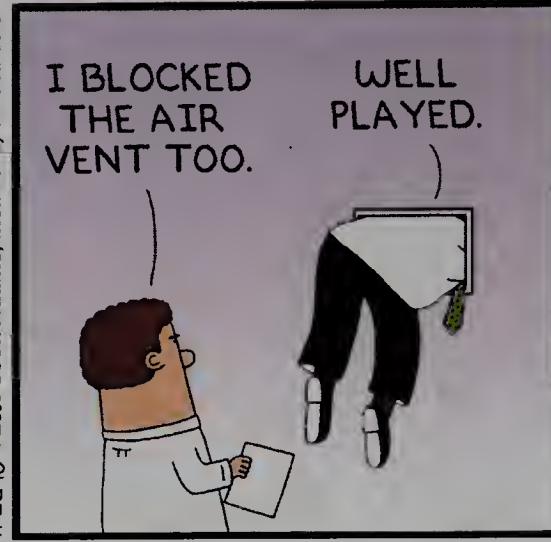
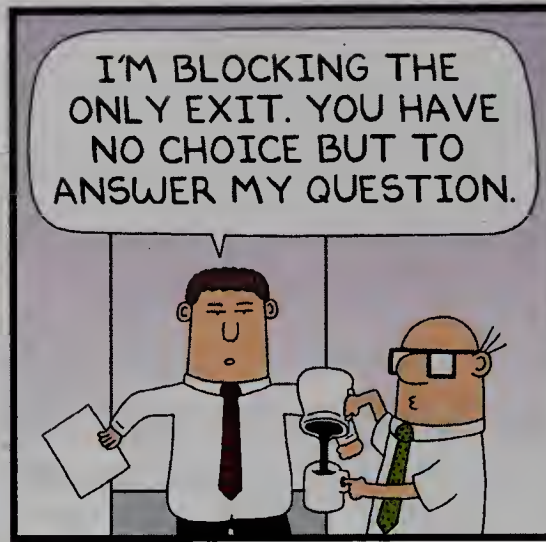


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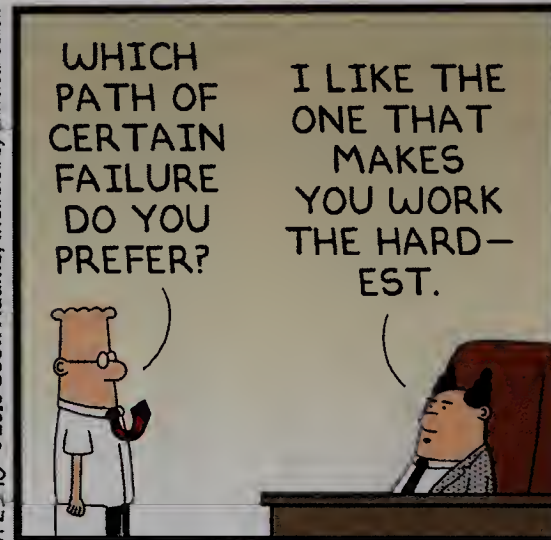
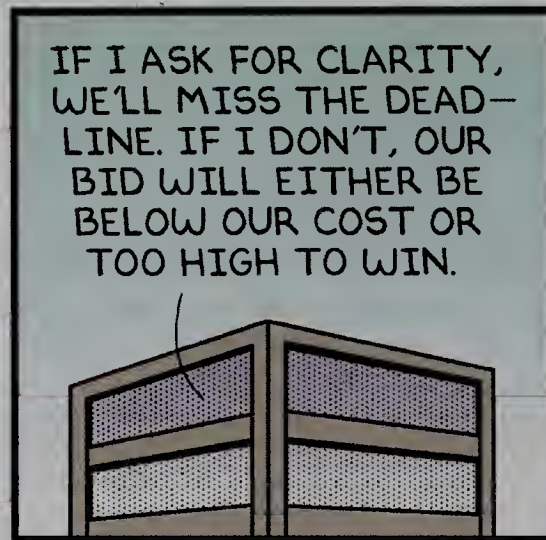


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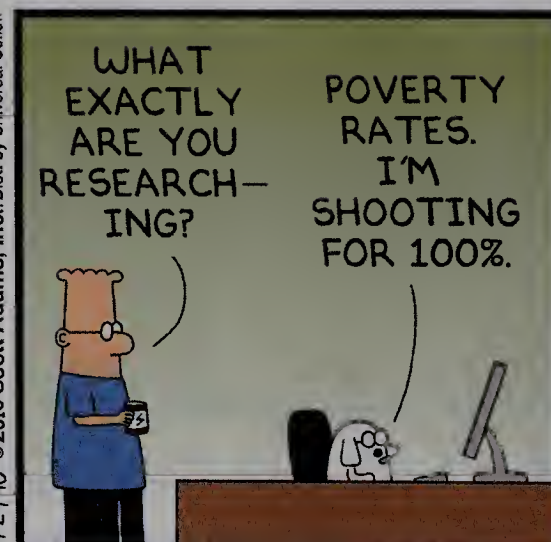
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BOB, DIRECTOR OF PURCHASING

I REQUESTED AN ETHERNET SWITCH AND YOU SENT ME A BOX OF PENCILS.



SOMETIMES I TWEAK THE NON-STANDARD ORDERS SO I CAN USE OUR APPROVED VENDORS.



YOU CAN'T TELL THE DIFFERENCE BETWEEN A SWITCH AND A PENCIL?



I CAN TELL THE DIFFERENCE BETWEEN YOUR PROBLEM AND MINE.



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BOB IS THE DIRECTOR OF PURCHASING. HE'S HERE TO DESCRIBE OUR NEW PROCUREMENT PROCESS.



OUR SYSTEM DIVIDES PRODUCTS INTO TWO CATEGORIES: THINGS YOU DON'T WANT, AND THINGS YOU'RE NOT ALLOWED TO BUY.



IT'S MY WAY OF SAYING THANKS FOR LUBING YOUR SUV WITH MY DEAD ANCESTORS.

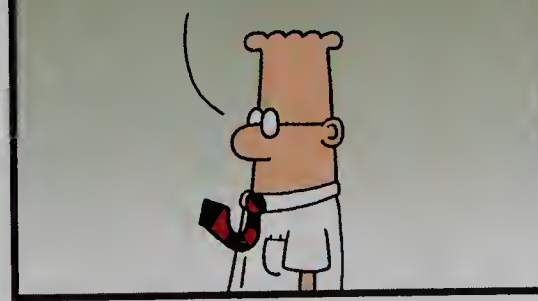


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ASSEMBLE THE SUPREME LEADERSHIP BOARD. I AM READY TO NAME AN HEIR TO SUCCEED ME.

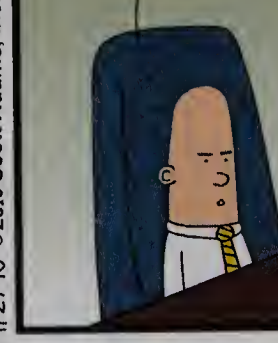


WE DON'T HAVE A SUPREME LEADERSHIP BOARD, AND THIS ISN'T A HEREDITARY DICTATORSHIP.



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THAT'S CRAZY TALK.

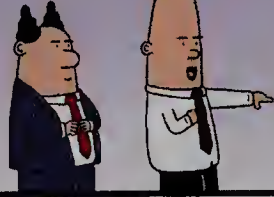


IGNORE HIM, DADDY.

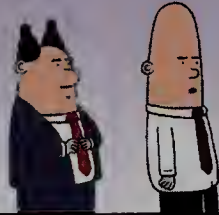


THE CEO PEP TALK

I WANT TO KNOW  
I CAN COUNT ON  
EVERY ONE OF YOU!



WHAT'S WRONG  
WITH THESE  
PEOPLE?



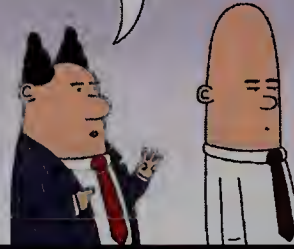
WELL... I FIRED  
THAT GUY THIS  
MORNING. HIS LAST  
DAY IS TOMORROW.



THAT ONE RETIRES  
AT THE END OF THE  
MONTH.



THOSE THREE ARE  
CONTRACTORS. I  
DIDN'T RENEW THEIR  
CONTRACTS.



THE REST OF  
THEM BELIEVE THAT  
MOTIVATION IS HOW  
THE POWERFUL STEAL  
FROM THE DUMB.



TELL  
THEM  
I HATE  
THEIR  
GUTS.



I DID  
THAT IN  
THE PRE-  
MEETING.



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11-28-10

WE HAVE A PROBLEM.  
OUR CEO IS GROOMING  
A WINGED MONKEY AS  
HIS SUCCESSOR.



WHEN YOU SAY,  
"GROOMING," I HOPE  
YOU MEAN TRAINING.



HO HO!  
LAST  
ONE. I'M  
STUFFED.

I FELT  
SOME-  
THING  
MOVE  
RIGHT  
HERE.



CAN YOU  
GIVE ME  
A QUOTE  
BY NEXT  
WEEK?



YOUR DEMEANOR  
TELLS ME THAT YOU  
WILL NEVER BUY OUR  
PRODUCT. YOU ONLY  
WANT THE QUOTE AS  
A POINT OF REFERENCE.



OR MAYBE I'M GIVING  
YOU FALSE HOPE BECAUSE  
IT'S LESS AWKWARD TO  
END THE MEETING THAT  
WAY.

DIE! DIE!  
DIE!



AMBER, I'LL PAY YOU  
\$500 A MONTH TO  
PRETEND TO BE MY  
FRIEND ON FACEBOOK.



ALL YOU NEED TO DO  
IS LEAVE ME A PUBLIC  
MESSAGE EVERY ONCE  
IN A WHILE.



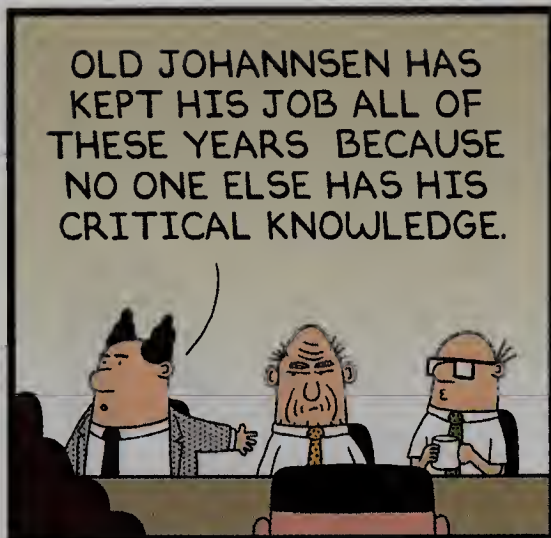
THAT  
WOULD  
MAKE  
ME A... FRIENDITUTE.  
BUT IT'S  
BETTER IF WE  
DON'T NAME IT.



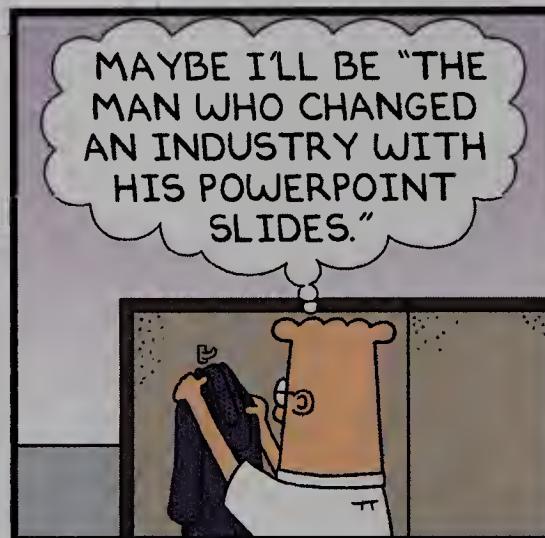
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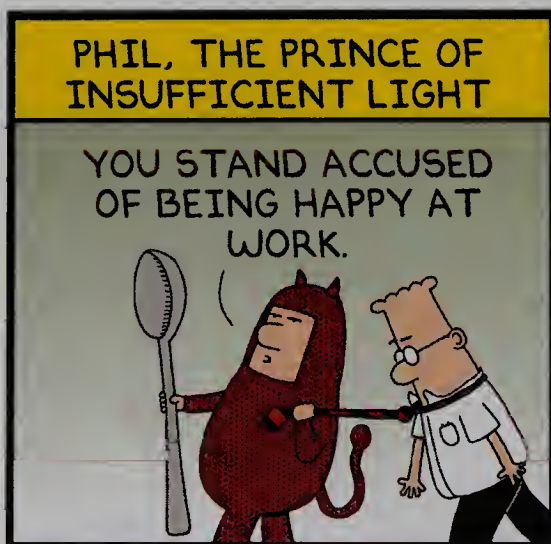
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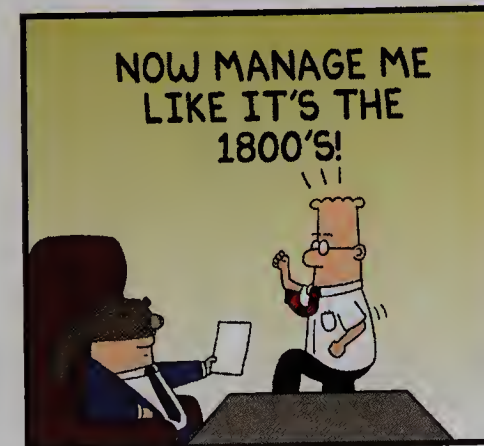
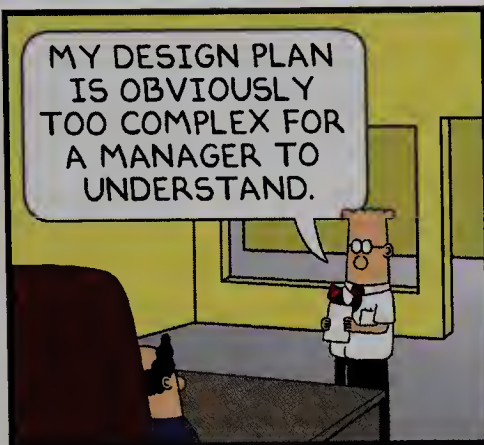


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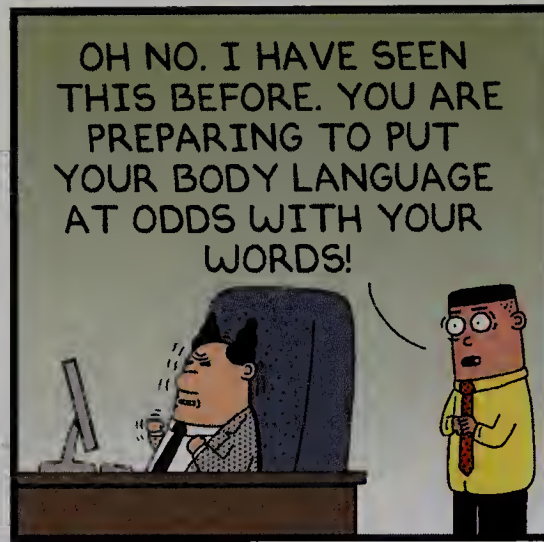
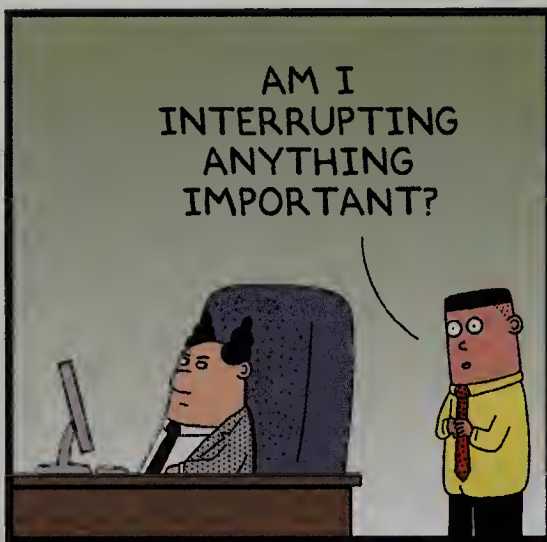
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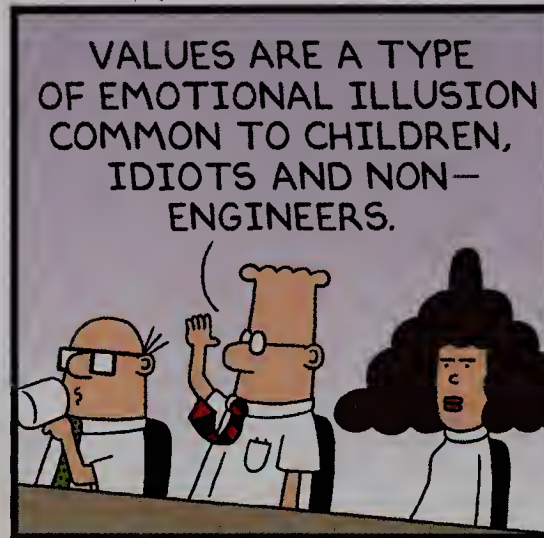
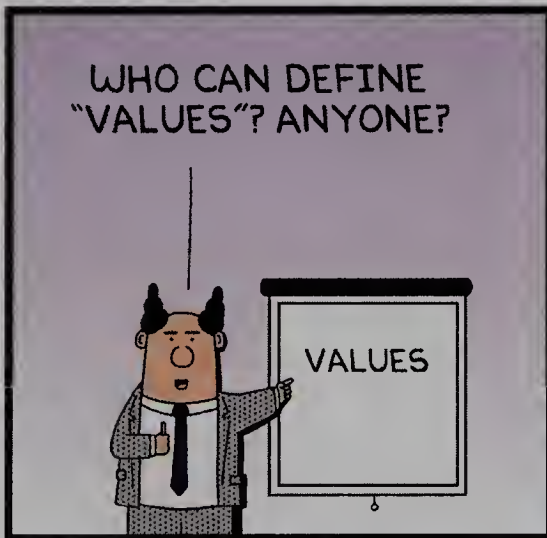
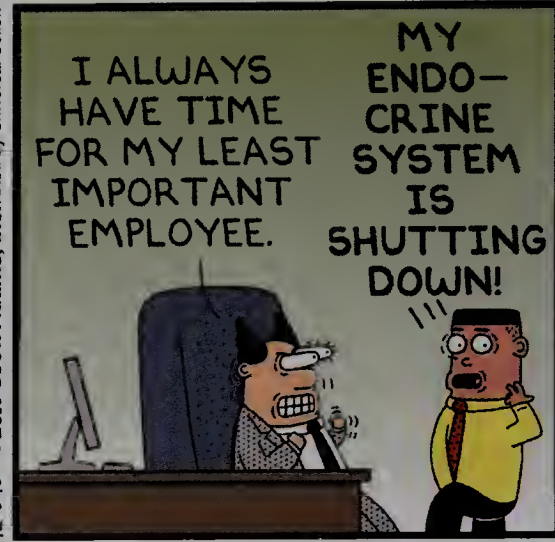


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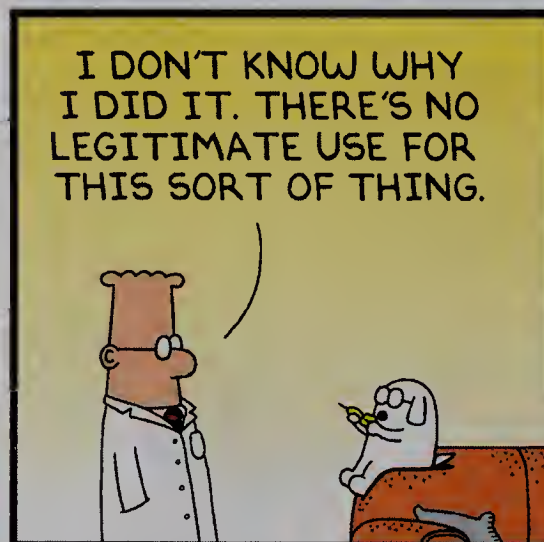
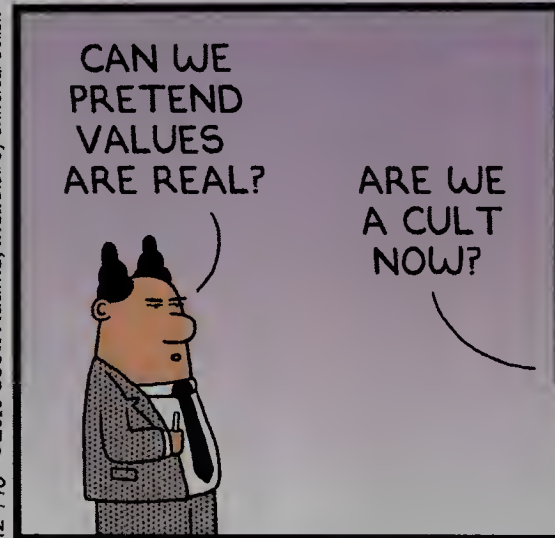
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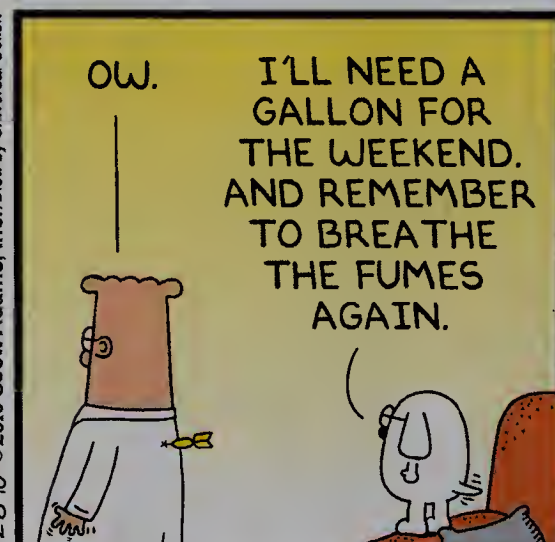
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# TV NEWSROOM

I INVENTED A DRUG THAT SWITCHES OFF THE BRAIN'S ABILITY TO MAKE RATIONAL DECISIONS.



I THINK IT WOULD MAKE A GOOD STORY FOR YOUR SCIENCE SEGMENT.



OR WE COULD DRUG-DART CELEBRITIES AND FILM WHAT HAPPENS.

FOR SCIENCE, RIGHT?

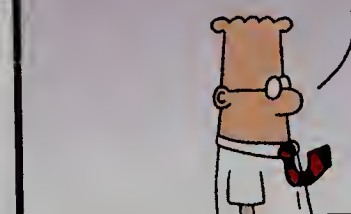


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AMBER, WOULD YOU LIKE TO SEE A MOVIE THAT ONE OF US WILL UNDOUBTEDLY HATE?



I ONLY LIKE MOVIES WITH SUPERHEROES, GEEKS OR ROBOTS. YOU PROBABLY ONLY LIKE MOVIES WITH TEARS, DISEASES AND WEDDINGS.



DOES MY HONESTY TURN YOU ON?

I JUST STOPPED LIKING MAMMALS.



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THE ONLY THINGS THAT MATTER ARE SOCIAL NETWORKS, GAMES AND PHONES.



YOU'RE NOT WORKING ON ANY OF THAT, SO I ARRANGED FOR THE DUSTBIN OF HISTORY TO DO CURB PICKUP.

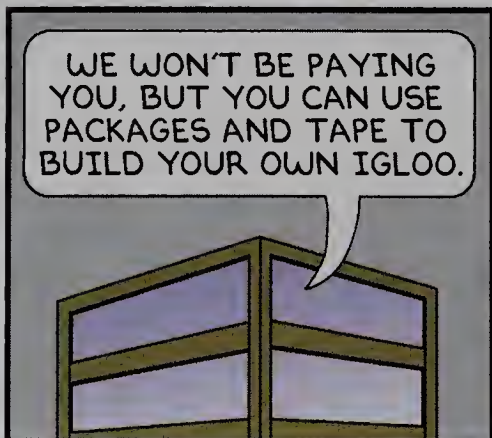


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PLEASE! I TWITTER!

TOO LITTLE, TOO LATE.





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12-12-10

WHAT  
ARE YOU  
UP TO?

I'M RECAL-  
IBRATING  
MY LACK OF  
FAITH IN  
HUMANITY.



WILL  
THIS  
TAKE  
LONG?

NO. I  
START BY  
READING  
OPINIONS  
ON MESSAGE  
BOARDS  
AND...



I CAN  
COME  
BACK  
LATER.

YOU  
IGNORANT  
JUICEBAG!  
**BAM!**



WOULD YOU LIKE TO  
BE PART OF A MASTERS  
FORUM TO SHARE  
KNOWLEDGE ACROSS  
DISCIPLINES?



NO. THE ONLY PEOPLE  
WHO WILL BE THERE  
ARE THE ONES WHO  
DON'T HAVE ANYTHING  
BETTER TO DO. I TRY  
TO AVOID PEOPLE LIKE  
THAT.



I'M THE  
CHAIR-  
PERSON.

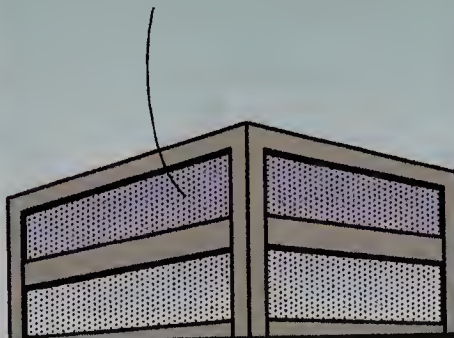
I'LL  
GET A LOT  
DONE THAT  
DAY!



DOES MY NEW  
GOATEE MAKE ME  
LOOK MANLY AND  
INTELLECTUAL AT  
THE SAME TIME?

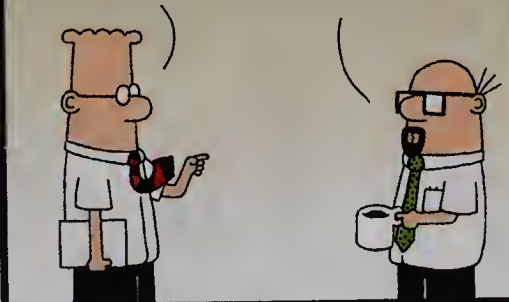


IT MAKES YOU LOOK  
TOO LAZY TO SHAVE  
AROUND YOUR LIPS.



AND I  
THINK  
I SAW  
A FLEA.

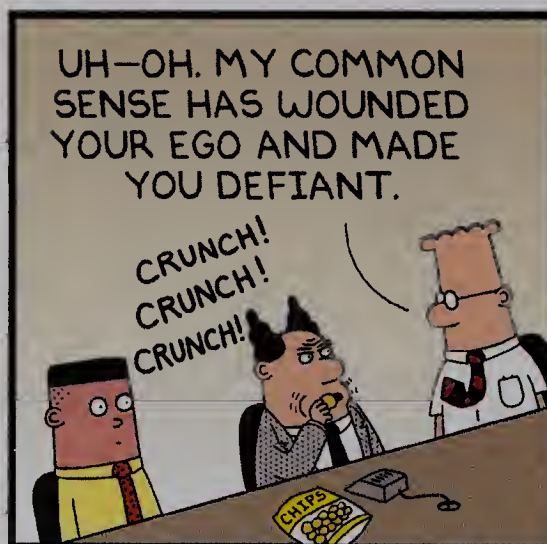
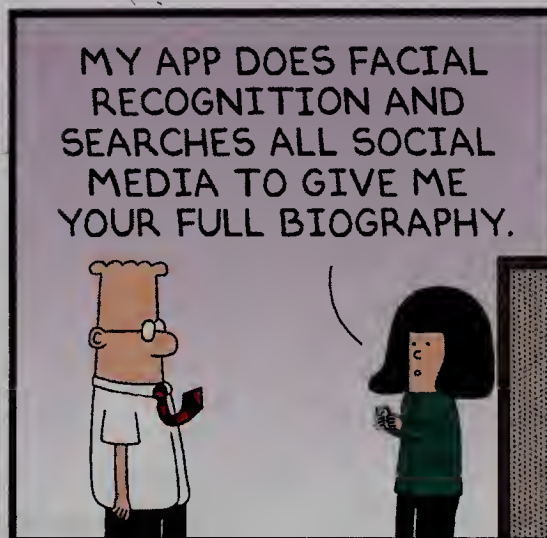
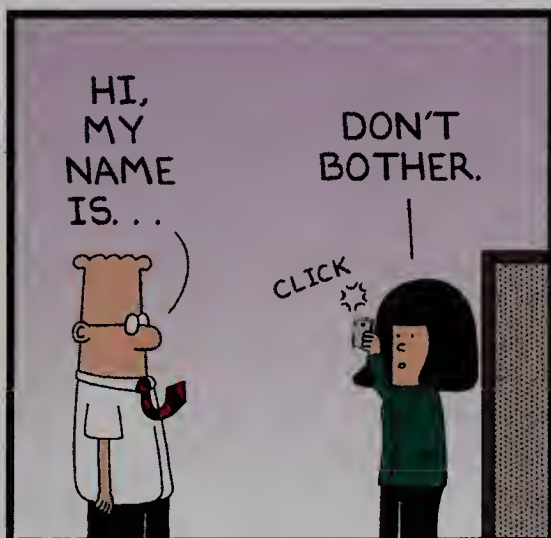
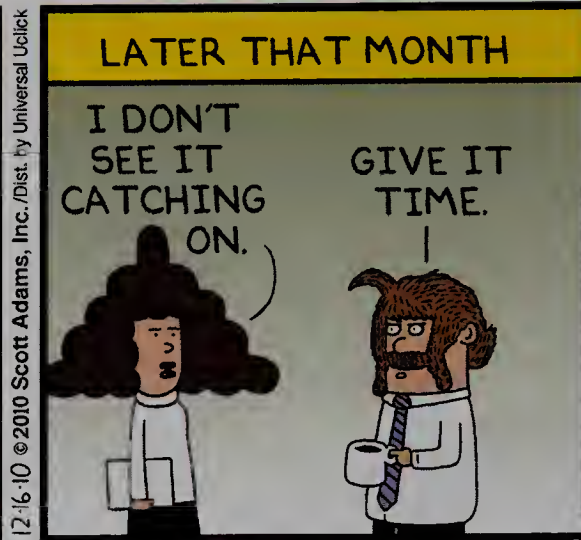
YEAH.  
THAT ONE IS  
RESISTANT  
TO SOUP.



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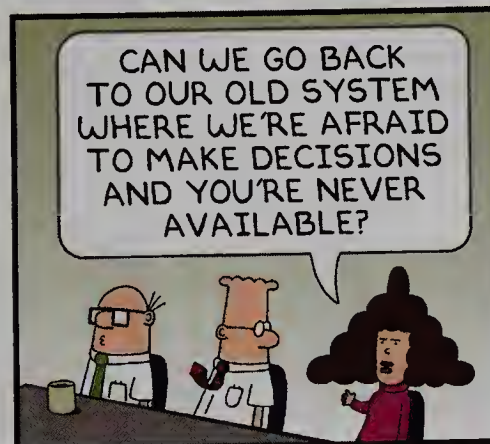
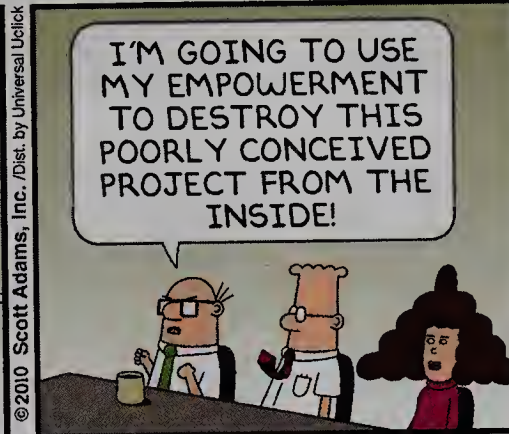
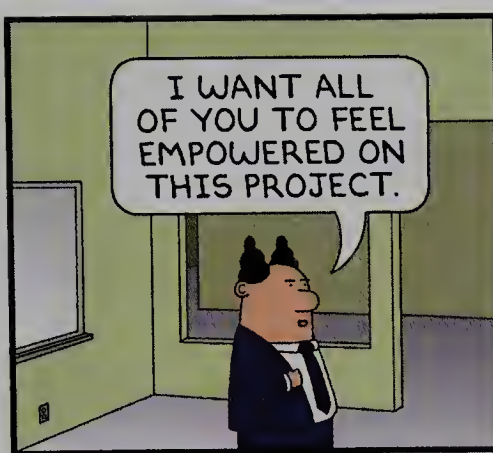
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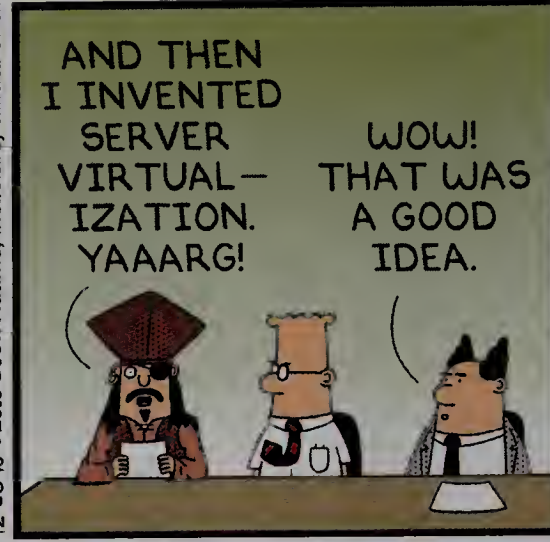
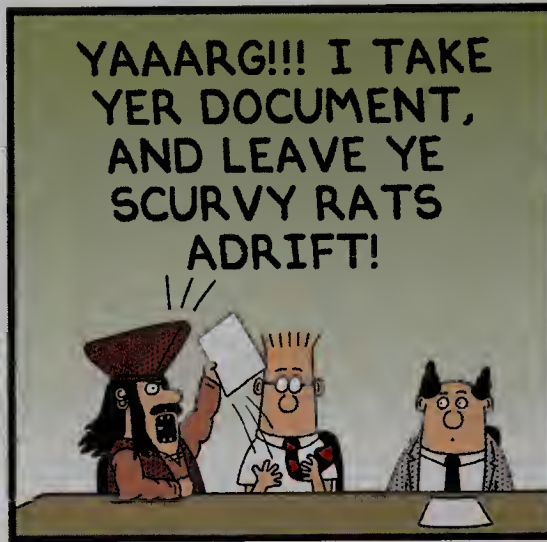
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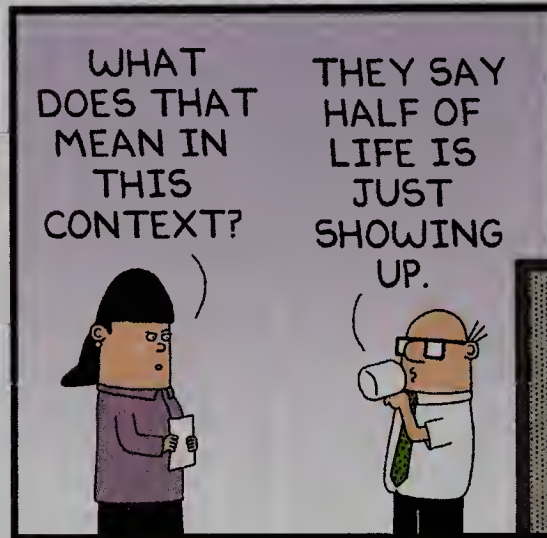
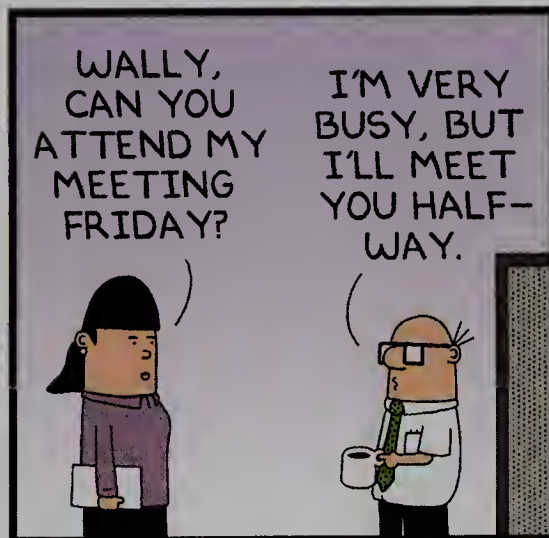


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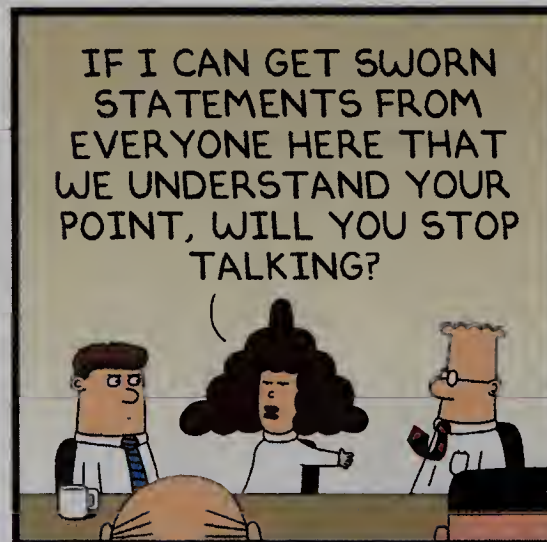
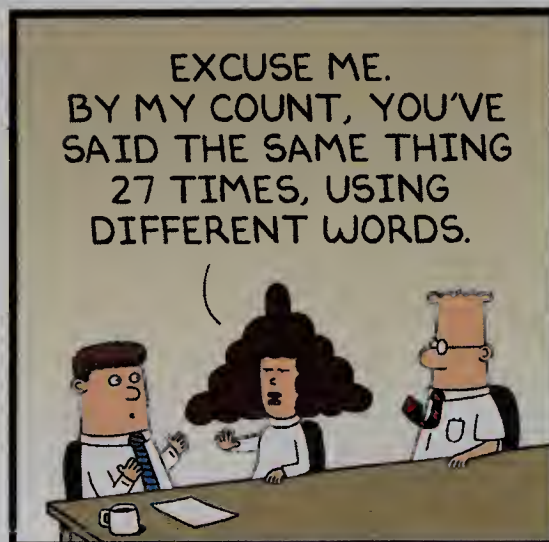
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I KNOW WHAT I'M  
TALKING ABOUT. I  
HAVE THIRTY YEARS  
IN THIS INDUSTRY!

///



HOW DOES THAT HELP  
YOU UNDERSTAND  
TECHNOLOGY THAT IS  
SIX MONTHS OLD IN A  
YOUTH-ORIENTED  
CULTURE?



PLEASE DON'T  
HIT ME WITH  
YOUR MODEM.

GRRR... ///



I'VE DECIDED TO  
ESCALATE MY ANTI-  
SOCIAL BEHAVIOR FROM  
NOT LISTENING, TO  
ACTIVELY TALKING  
OVER OTHER  
PEOPLE.

OVER OTHER  
PEOPLE.



HOW CAN YOU ENJOY  
THE CONVERSATION  
OF OTHERS IF YOU  
DON'T LISTEN?



IT ALL CAME  
TOGETHER WHEN  
I REALIZED THAT  
LISTENING ISN'T  
THE FUN PART.



ARE YOU  
READY TO  
DO MENTAL  
GIFTING?

YOU  
GO  
FIRST.



I IMAGINE  
GIVING YOU  
A SWEATER  
THAT  
DOESN'T  
FIT.

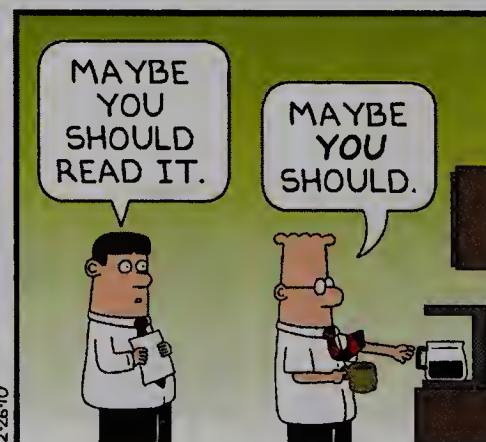
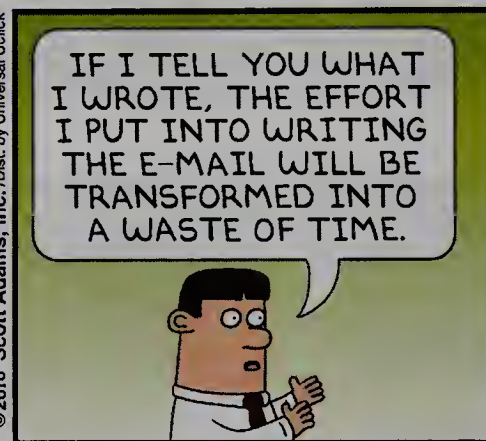
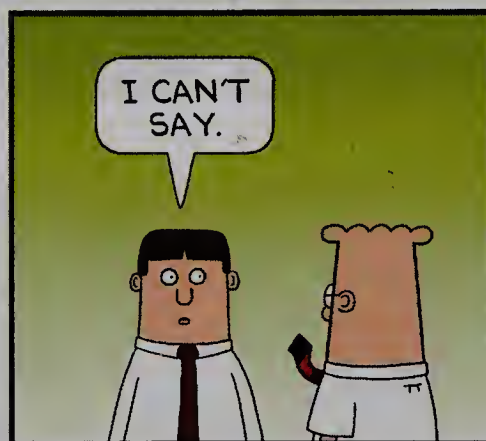
I IMAGINE  
GIVING  
YOU A TOOL  
THAT YOU  
ALREADY  
HAVE.



MERRY  
CHRISTMAS,  
DOGBERT.

STUPID  
SWEATER.





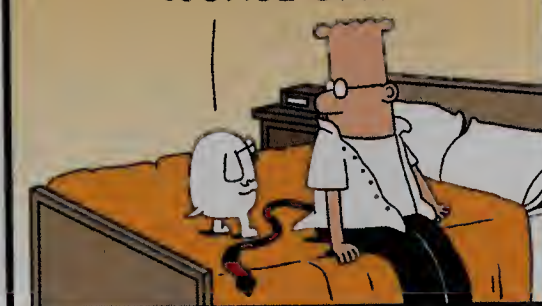
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12-26-10

I FEEL LIKE A FAILURE. SAY SOMETHING TO CHEER ME UP?

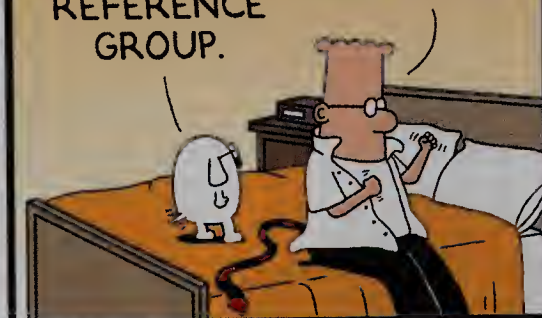


HAPPINESS COMES FROM COMPARING YOURSELF TO A REFERENCE GROUP THAT IS RELATIVELY WORSE OFF.



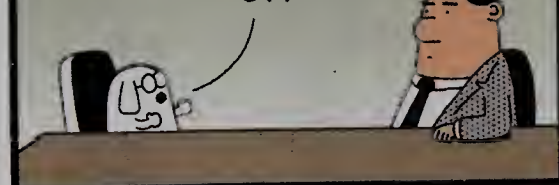
YOU'RE A SUCCESSFUL MEMBER OF THE REFERENCE GROUP.

AND THAT'S NOT NOTHING!



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I CAN LOWER YOUR CORPORATE TAXES BY USING A STRATEGY THAT TAX ATTORNEYS CALL THE "DUTCH SANDWICH." AND I'M NOT EVEN MAKING THAT UP.



SO... THAT WOULD TRANSFER OUR TAX BURDEN TO PEOPLE WHO CAN'T AFFORD TAX ATTORNEYS.



YEAH... THEIR SANDWICH HAS A LESS APPEALING NAME.



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I'VE NOTICED THAT WHENEVER I ASK YOU A SPECIFIC QUESTION BY EMAIL, YOU AVOID ANSWERING IT.

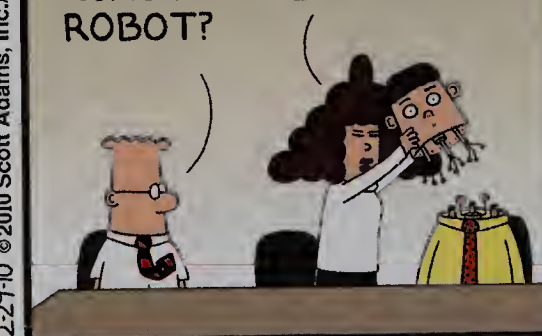


YOU'RE EITHER AN UNHELPFUL MORON OR A POORLY DESIGNED ROBOT SENT FROM THE FUTURE TO TERMINATE OUR COMPANY.

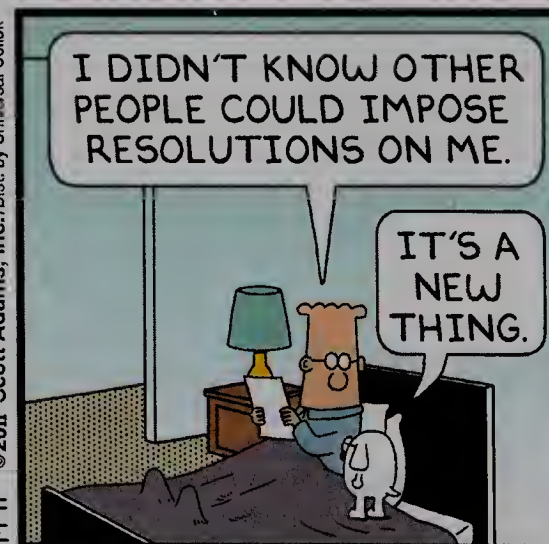
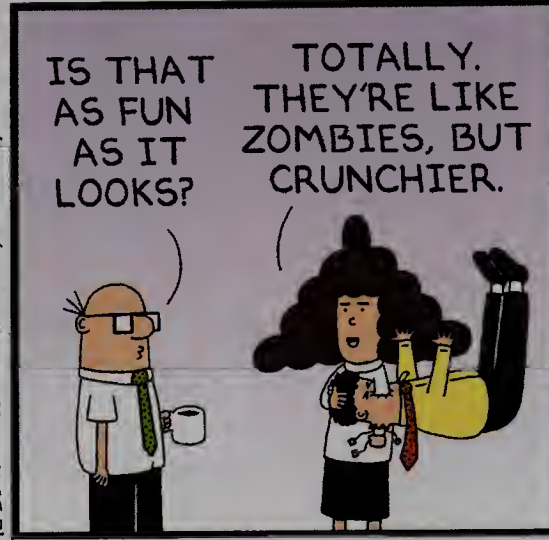
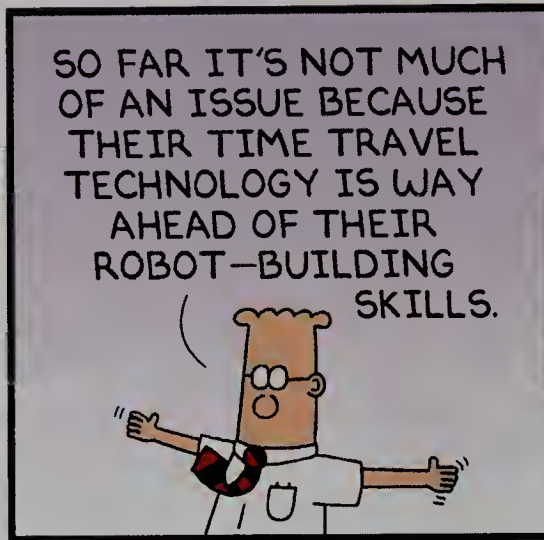
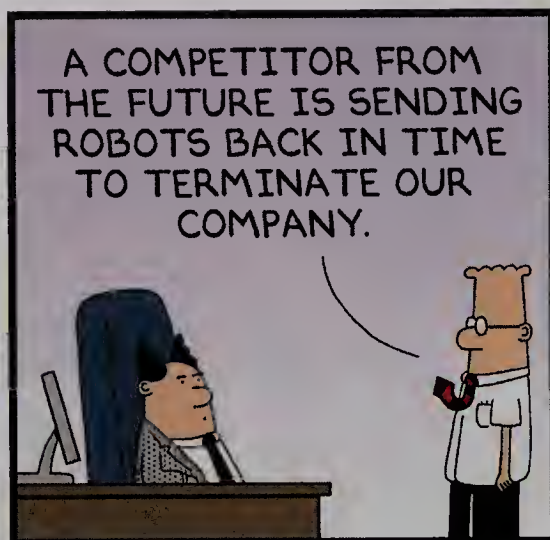


HOW DID YOU KNOW IT WAS A ROBOT?

I DIDN'T.



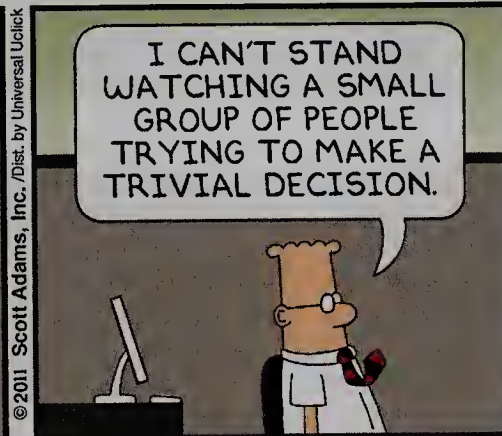
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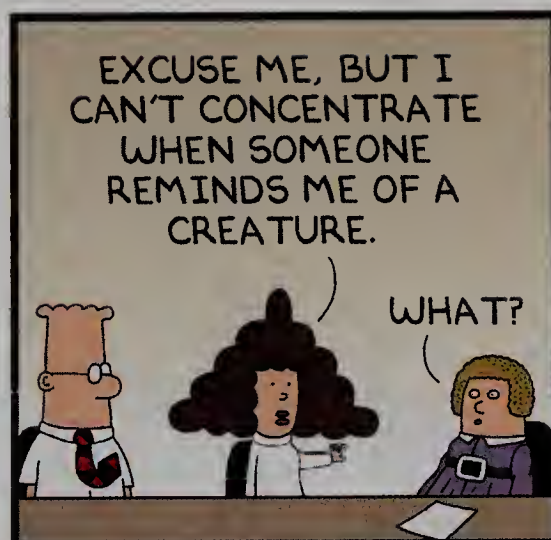


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12/11



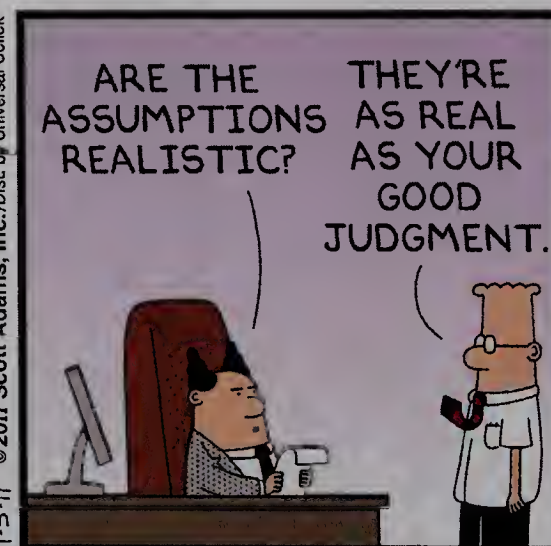
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THERE WERE ELEVEN  
WAYS TO INTERPRET  
THE VAGUE ASSIGN-  
MENT YOU GAVE ME  
BY VOICEMAIL.



GIVEN THE RISKS  
OF CHOOSING WRONG,  
AND MY ENGINEERING  
OATH TO DO NO HARM,  
IT WAS MY ETHICAL  
DUTY TO DO NOTHING.



YOU  
COULD  
HAVE  
ASKED  
FOR  
CLARIFI-  
CATION.

SOUNDS  
RISKY.



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I HIRED A CONSULTANT  
TO HELP US EVOLVE OUR  
PRODUCTS TO CLOUD  
COMPUTING.

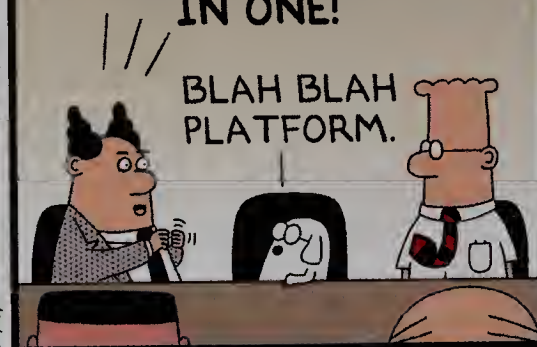


BLAH BLAH CLOUD.  
BLAH BLAH CLOUD.  
BLAH BLAH CLOUD.  
BLAH BLAH CLOUD.



IT'S AS IF YOU'RE A  
TECHNOLOGIST AND  
A PHILOSOPHER ALL  
IN ONE!

BLAH BLAH  
PLATFORM.



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I'VE DECIDED TO  
BECOME MORE OF A  
BIG PICTURE GUY.



LESSER MINDS CAN DO  
THE MANAGING AND  
IMPLEMENTING WHILE  
I CRITICIZE THEM FOR  
NOT "GETTING IT."

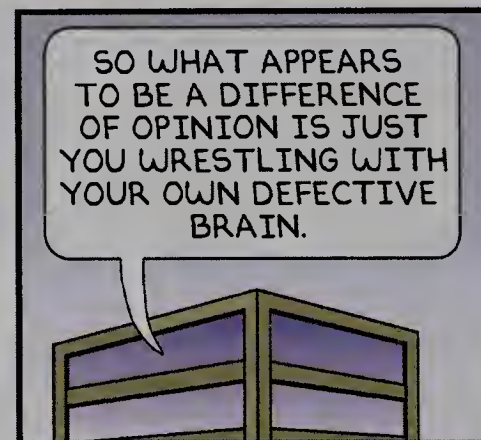
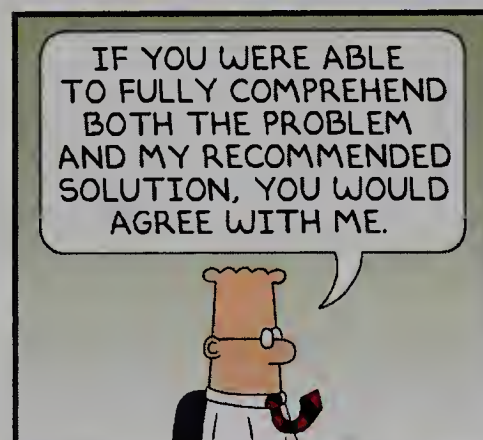
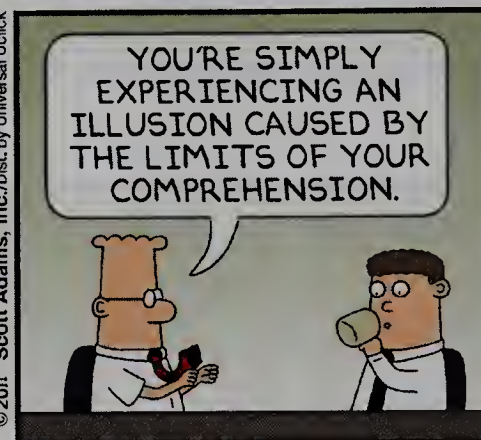


SO...  
YOU WANT  
TO GET  
PAID TO  
BE A JERK?

SAID THE  
IMPLE-  
MENTER.



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1-9-11

IN THIS COUNTRY,  
IT IS CUSTOMARY  
TO RESPOND TO A  
QUESTION WITH  
SOMETHING CALLED  
AN "ANSWER."



YOUR APPROACH  
IS MORE LIKE WHAT I  
WOULD EXPECT TO SEE  
IF CLOTHING WERE USED  
AS BAGS FOR MEAT.



NOW I WILL ASK MY  
QUESTION A SEVENTH  
TIME...

STOP SAYING  
WHAT YOU'RE  
THINKING.



I CAN'T STOP VOICING  
MY HONEST OPINIONS.  
IT'S CAUSING PROBLEMS  
AT WORK.



ACCORDING TO YOUR  
MEDICAL RECORDS,  
YOU'RE AN ENGINEER.  
WE CLASSIFY THAT AS  
A DISEASE NOW.



GAAA!!! YOU HAVEN'T  
HAD YOUR PON FARR  
VACCINATION.

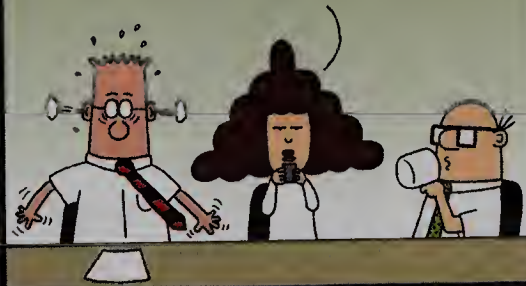
/// IS IT WARM  
IN HERE?



MY DOCTOR SAYS I  
HAVE A WICKED CASE  
OF PON FARR. IT'S WHEN  
VULCANS AND ENGIN-  
EERS GO INTO HEAT  
EVERY SEVEN YEARS.



I'M PRETTY SURE I  
DON'T CARE, BUT  
LET ME CHECK MY  
CALENDAR JUST IN  
CASE...



SOMEONE KILL ME!  
NOW! NOW! NOW!

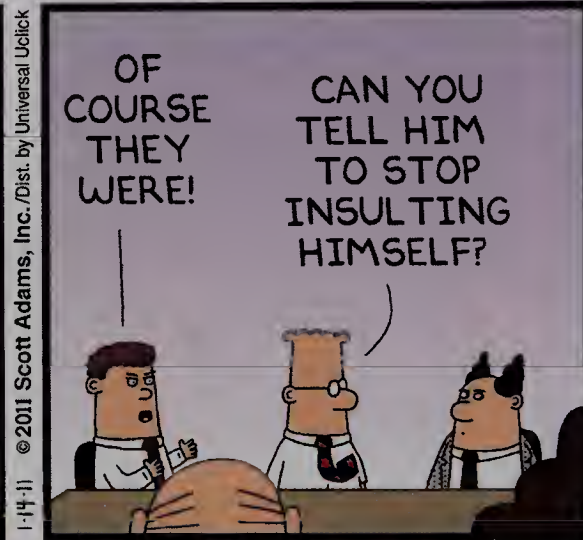
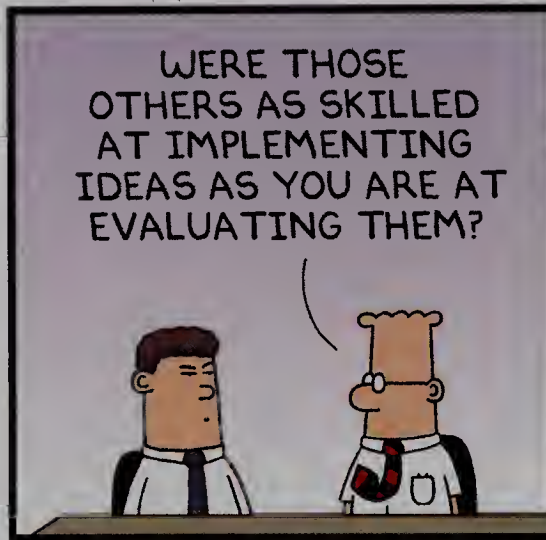
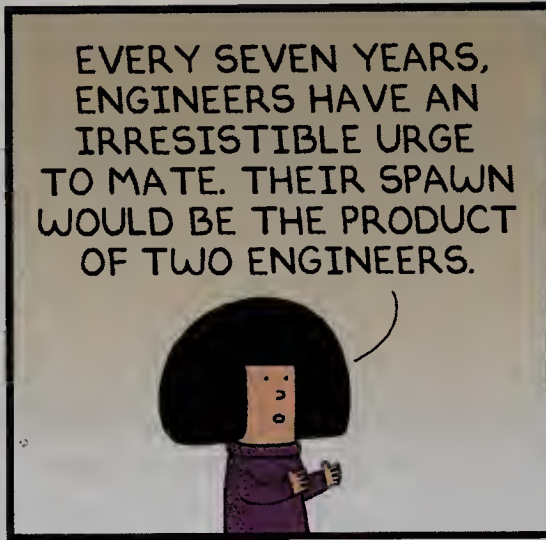
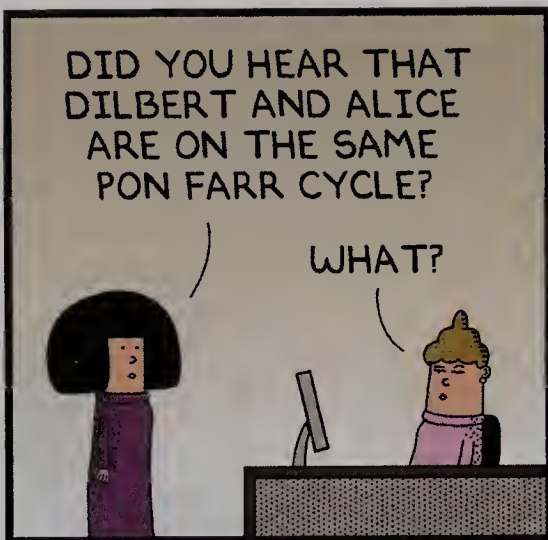


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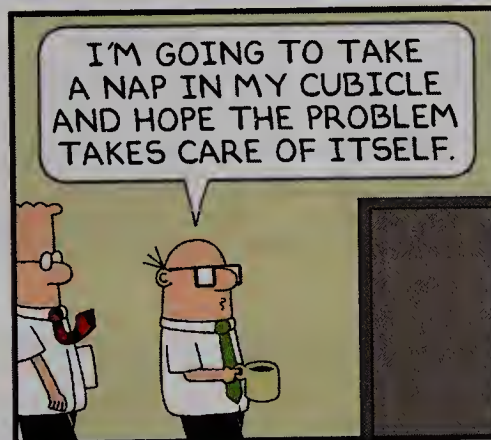
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1/16-11

I HAVE A **GREAT** IDEA! WHY DON'T WE MAKE OUR PRODUCT SOCIAL?

BECAUSE WHEN **YOU** START TO UNDERSTAND A CONCEPT, IT MARKS THE BEGINNING OF ITS DECLINE.

ON A RELATED NOTE, IT'S NEVER A GOOD IDEA TO ASK AN ENGINEER A QUESTION IN THE "WHY DON'T WE" FORMAT.

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### DOGBERT'S SALES TRAINING SEMINAR

LOSERS SELL TO CUSTOMERS.

WINNERS SELL THE IDEA OF LOW QUOTA LEVELS TO THEIR OWN BOSSES.

LOW...  
LOW...  
LOW...

NOW EVERYONE DO THE CHA-CHING DANCE!

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THANKS FOR SPENDING THE DAY INTERVIEWING WITH US. I CAN NOW REVEAL THE NATURE OF THE JOB AND THE SALARY RANGE.

YOU KNOW MY CURRENT SALARY AND YET YOU WASTED MY ENTIRE DAY INTERVIEWING ME FOR A JOB THAT PAYS LESS. YOU ARE EITHER EVIL OR INCONSIDERATE.

SO... NOT AS GOOD AS YOUR CURRENT JOB?

IT'S A TIE. I'LL NEED TO TEST THE COMMUTE ONE MORE TIME.

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HOW DID YOUR  
INTERVIEW GO  
YESTERDAY?

GREAT!

THEY OFFERED LESS  
MONEY FOR A WORSE  
JOB. BUT FOR HALF A  
DAY I IMAGINED IT  
WOULD BE BETTER.

HALF  
A DAY?!  
LUCKY!

I KNOW! I  
CAN'T WAIT  
FOR MY NEXT  
USELESS  
INTERVIEW!

WE'RE NOT CREATIVE  
ENOUGH TO CREATE  
WHOLE NEW MARKETS,  
THE WAY APPLE DOES.

AND WE'RE NOT  
POWERFUL ENOUGH FOR  
A FAST FOLLOWER  
STRATEGY.

WHAT WE NEED IS A  
SEXY, STRATEGIC-  
SOUNDING NAME FOR  
CRUMB-SNATCHING.

NICHE  
PLAYER?

I JUST SAW IN THE  
NEWS THAT GOOGLE  
GAVE AN ENGINEER  
MILLIONS OF DOLLARS.  
I'M UNDERPAID!

I'LL SPEAK TO OUR  
DIRECTOR OF HUMAN  
RESOURCES AND SEE  
HOW I CAN FIX  
THIS SITUATION.

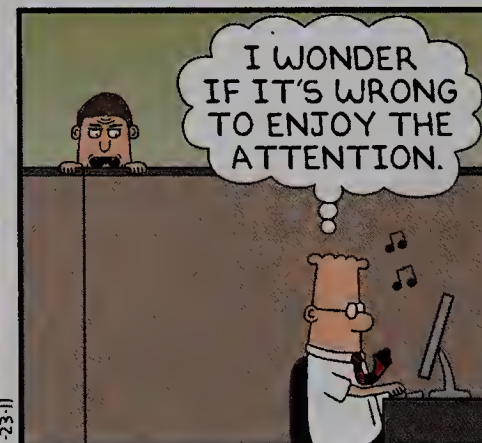
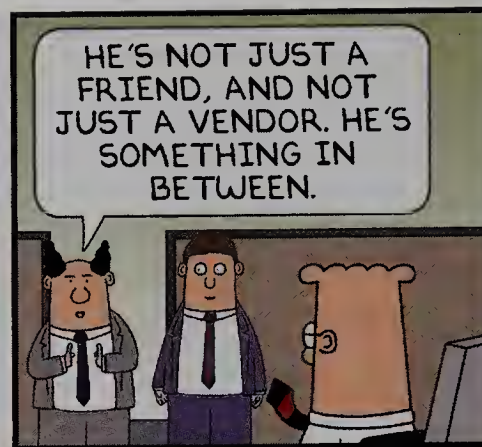
REALLY?

HOW CAN WE  
STOP NEWS?

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1-23-11

WHY DID YOU REJECT  
MY FRIEND REQUEST  
ON FACEBOOK?



I'M NOT YOUR FRIEND.  
I'M A DISGRUNTLED  
WAGE SLAVE WHO HOPES  
YOU DIE IN A FREAK  
INDUSTRIAL ACCIDENT  
TOMORROW AT 3 PM.



THAT'S  
DISTUR-  
BINGLY  
SPECIFIC.



HEY, LOOK.  
YOU HAVE  
A MEETING  
AT THE  
WAREHOUSE  
TOMORROW.



THE GOVERNMENT  
ANNOUNCED TAX  
INCENTIVES FOR NEW  
CAPITAL INVESTMENTS.



THAT'S GREAT. NOW  
WE CAN PURSUE MAR-  
GINALLY ATTRACTIVE  
OPPORTUNITIES WITH  
OUR OVERBURDENED  
STAFF.



IS HE  
ALWAYS  
LIKE  
THIS?



YES.

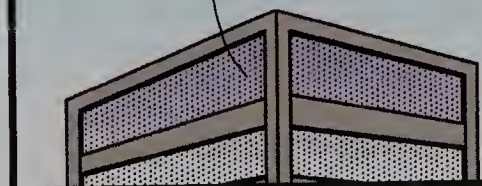
I'LL JUST  
DIVERT  
RESOURCES  
FROM  
OUR TOP  
PRIORITIES.



WE'VE DECIDED TO  
USE THE NEW TAX  
INCENTIVES ON THE  
PROJECTS WE WERE  
GOING TO DO ANYWAY.



THE TAX SAVINGS  
WILL GO TOWARD  
EXECUTIVE BONUSES,  
WHICH STIMULATE THE  
ECONOMY VIA THE  
"TRICKLE ON YOUR  
HEADS" THEORY.



IT'S  
CALLED  
THE  
"TRICKLE  
DOWN"  
THEORY.



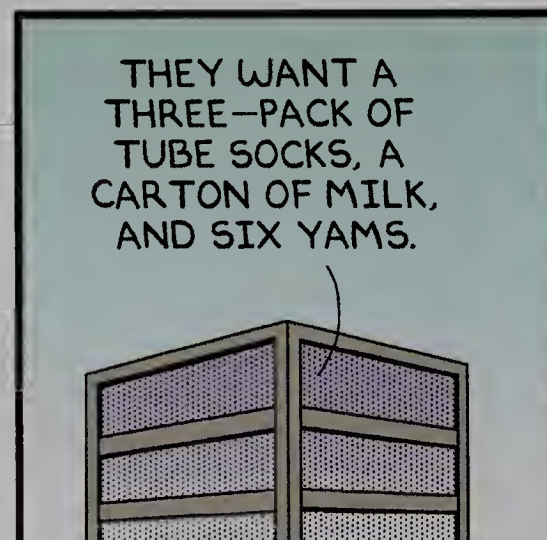
NOT ON  
POKER  
NIGHT.



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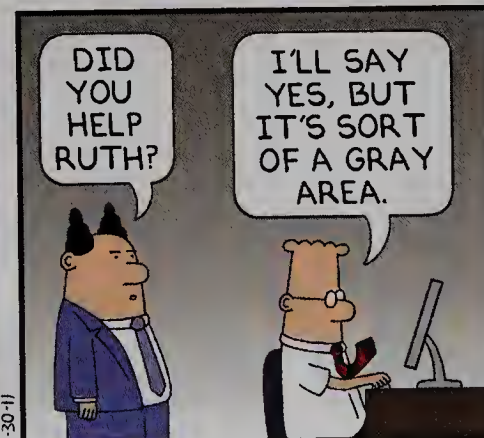
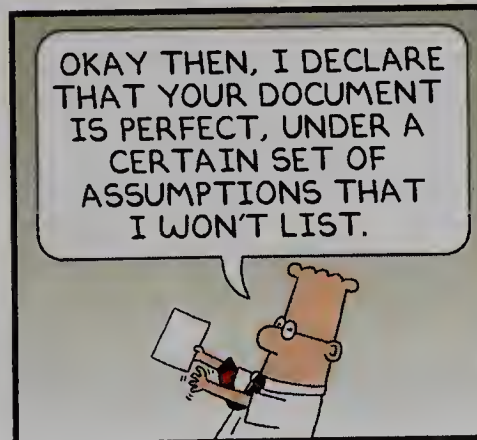
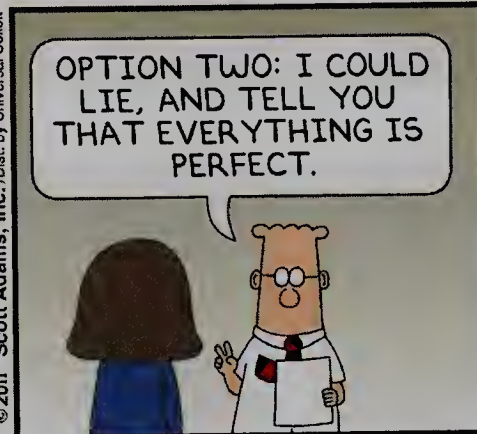
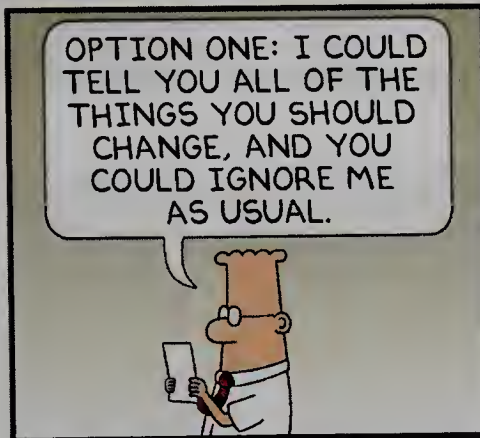
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1-30-11

I THOUGHT MY  
ELBONIAN KIDNAPPERS  
WOULD HOLD ME  
FOREVER BECAUSE YOU  
REFUSED TO PAY THE  
RANSOM.



THEN THE STOCKHOLM  
EFFECT KICKED IN. I  
STARTED IDENTIFYING  
WITH MY CAPTORS AND  
BEATING MYSELF.



AND  
THEY  
LET  
YOU  
GO?



APPARENTLY  
IT LOOKED  
CONTAGIOUS.



IS THIS HOW YOU  
REALLY WRITE, OR  
DID BIRDS WALK ON  
YOUR KEYBOARD?



I ONLY NEED YOUR  
OPINION ON THE  
TECHNICAL PART  
OF IT.



OKAY, LET'S ASSUME  
THAT YOUR READERS  
WILL KNOW WHAT YOU  
MEAN BY "BLOBBING ON  
THE ETHERNET."



THE EXPERTS SAY I  
SHOULD MOTIVATE YOU  
BY DISPLAYING MY OWN  
SENSE OF PASSION AND  
PURPOSE.



I LOVE GETTING  
RICH AT YOUR  
EXPENSE... AND  
GOLFING!!!



DO YOU  
FEEL ANY  
DIFFERENT?



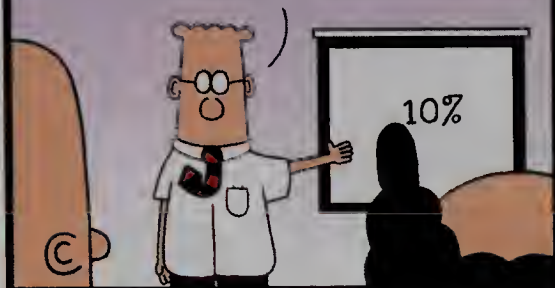
YUP.

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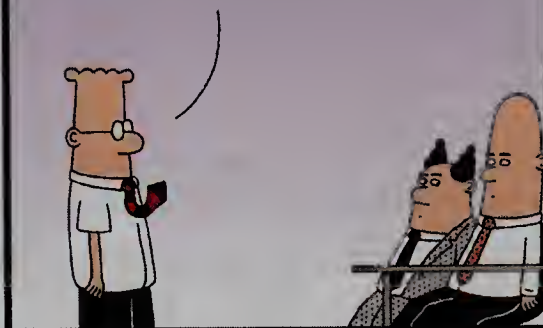
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IF WE BUILD OUR SOFTWARE WITH NO BUGS, WE CAN MAKE A 10% RETURN ON OUR INVESTMENT.



BUT IF WE DO A POOR JOB, WE CAN MAKE A 40% RETURN BY SELLING UPGRADES AND SERVICE.

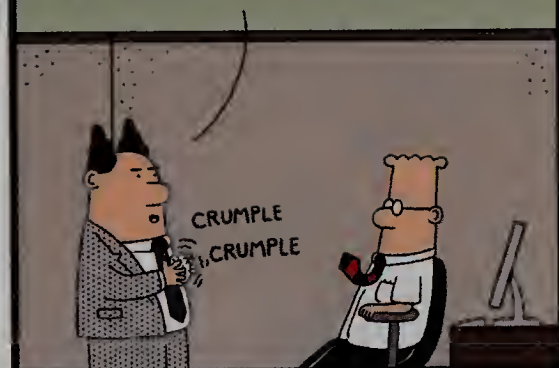


BUT DON'T WORRY. WE ONLY HAVE THE BUDGET FOR A POOR JOB.

I CAN'T REMEMBER IF WE'RE CHEAP OR SMART.



THE GOVERNMENT'S NEW UNEMPLOYMENT STATISTICS ARE OUT.



POINK!



IT'S STILL A BAD TIME TO LOOK FOR A JOB.

YEAH. I GOT THAT.



THERE IS A VERY SIMPLE SOLUTION TO THE PROBLEM THAT IS STUMPING DILBERT.



I WILL GLADLY EXPLAIN IT TO HIM AFTER THIS MEETING.



YOU'RE PROBABLY WRONG, AND YET YOU STILL MADE ME LOOK LIKE AN IDIOT.

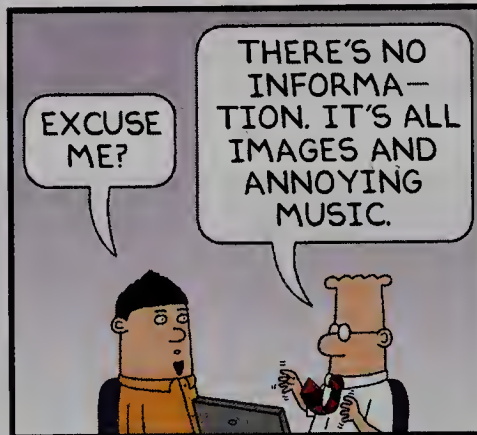
I WIN!



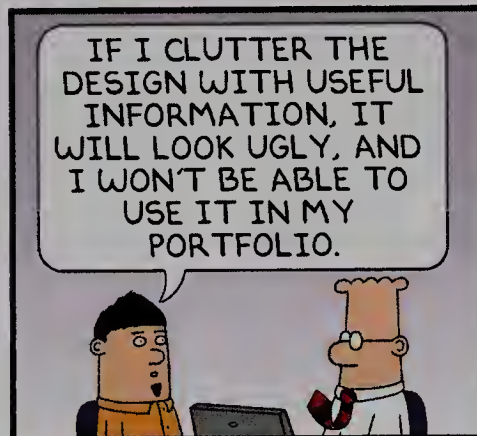
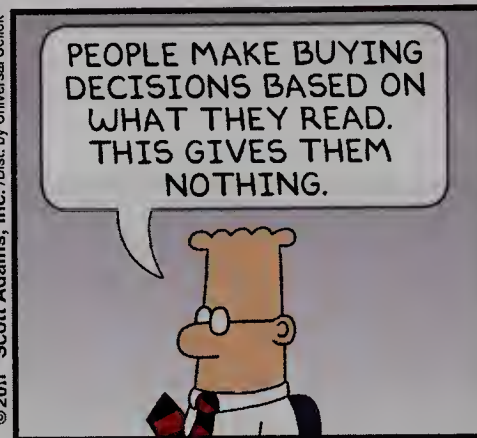
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I'M AN INCH TALLER  
THAN YOU AND MY  
POWERPOINT SLIDES  
ARE IN THE LOUVRE.



SOME SAY THE EARTH  
IS ON THE BACK OF A  
GIANT TURTLE. BUT WHO  
DO YOU THINK IS  
HOLDING THE TURTLE?



WRONG! IT'S TURTLES  
ALL THE WAY DOWN.  
BUT WHO DO YOU  
THINK IS HOLDING THE  
INFINITE TURTLES?



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## ACCOUNTING

YOU CHARGED MY  
PROJECT FOR EXPENSES  
THAT AREN'T MINE.



WE ACCOUNTANTS ARE  
ARSENIC-BASED LIFE  
FORMS. THAT MAKES  
YOU MY NATURAL  
ENEMY.



THAT IS  
NOT  
LOGICAL.

LIVE LONG  
AND  
PHOSPHER.



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I GOT YOUR TEXT  
MESSAGE AND I  
BURPED THE GROPE  
PLOW ARMISTICE AS  
YOU REQUESTED.

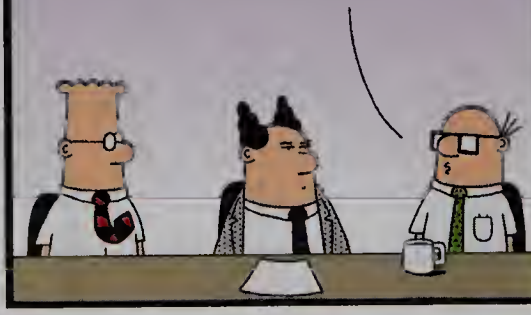


MAYBE YOU SHOULD  
TURN OFF THE AUTO-  
CORRECTION FEATURE  
ON YOUR PHONE.



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IF THE WEATHER  
HOLDS, I'LL FLAIL  
THE RUDE FRESCO  
TOMORROW.



## DOGBERT CONSULTS

WHERE DOES YOUR  
COMPANY FIT ON THIS  
COMPREHENSIVE LIST?



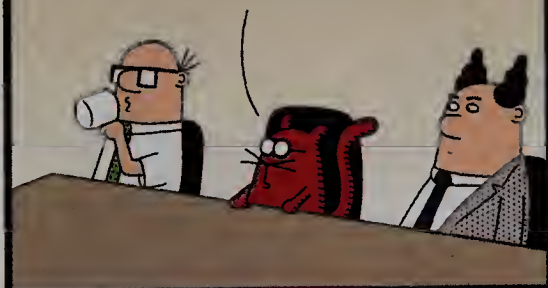
- FACEBOOK
- CHINA
- IRRELEVANT



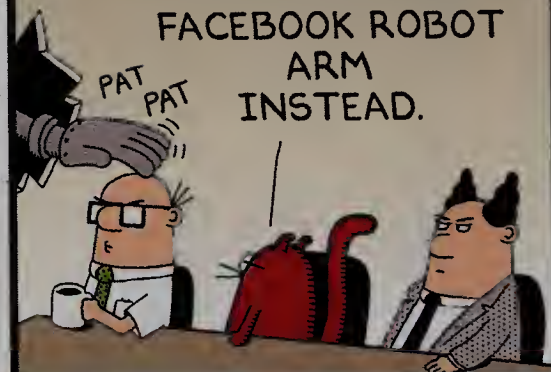
NOW LET'S FORM  
BREAKOUT GROUPS  
TO FANTASIZE ABOUT  
BEING RELEVANT.



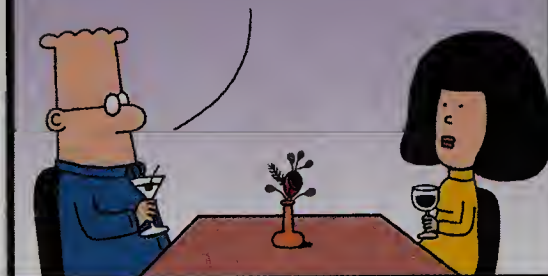
FACEBOOK HAS CREATED  
A GIANT ROBOT ARM  
TO STEAL TALENTED  
EMPLOYEES FROM OTHER  
COMPANIES.



NO, IT LOOKS LIKE  
WE GOT THE GIANT  
CONDESCENDING  
FACEBOOK ROBOT  
ARM  
INSTEAD.



IT MIGHT LOOK AS IF  
I'M IN A DEAD-END JOB,  
BUT I'M DEVELOPING  
AN APP IN MY SPARE  
TIME.



HERE'S A LOTTERY  
TICKET. I JUST DOUBLED  
YOUR ODDS OF SUCCESS.



I BOUGHT TWO FOR  
MYSELF SO I DON'T  
NEED TO MAKE AN  
APP.



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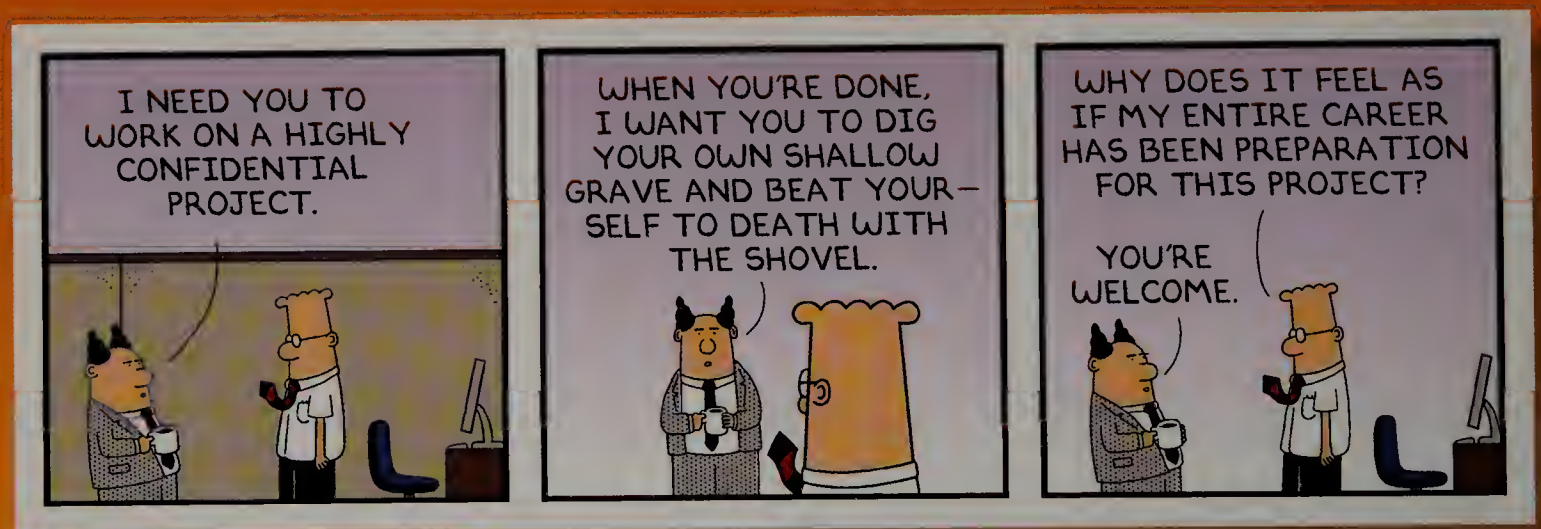
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If you agree that every indeterminable project has to have at least one WDG (Worthless Dumb Guy), or you are subjected to results-free sensitivity training, questionable employee surveys, and freelance consultants who seem to offer little more than exorbitant invoices, then chances are you'll find the corporate cubicle culture philosophy represented in *How's That Underling Thing Working Out for You?* alive and well inside your own work environment. That's exactly what makes *Dilbert* one of the most successful and popular comic strips of all time.

From Dogbert's invention of a beheading app to Dilbert's PowerPoint presentation that proves two monkeys could lead better than current management, this latest collection chronicles corporate cubicle culture's questionable training seminars and employee-satisfaction surveys, along with the ever-present WDG.



Scott Adams was born in Windham, New York, and moved to the San Francisco Bay Area in 1979. In addition to multiple National Cartoonists Society awards, *Dilbert* has received a Harvey Award, and won the Max & Moritz Prize as best international comic strip.