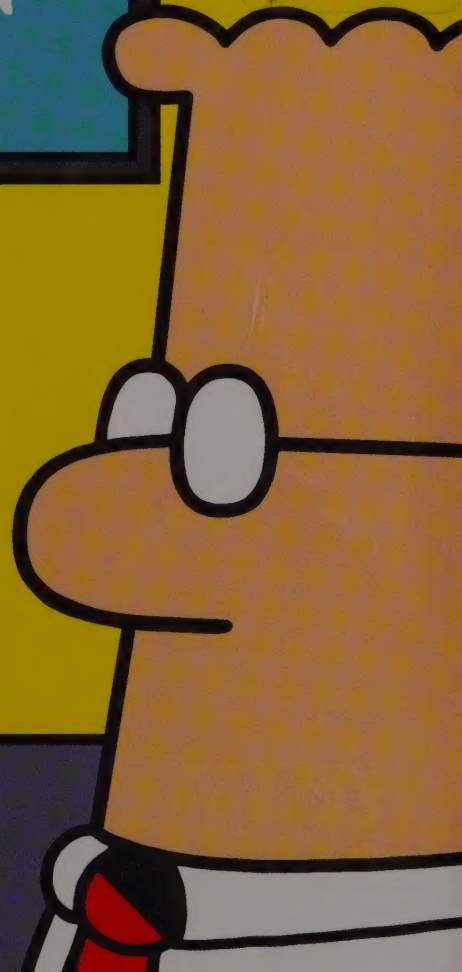


YOUR ACCOMPLISHMENTS ARE SUSPICIOUSLY HARD TO VERIFY



DILB
by SCOTT A



YOUR ACCOMPLISHMENTS ARE SUSPICIOUSLY HARD TO VERIFY

741.56973 Adams

Adams, S.
Your accomplishments are
suspiciously hard to verify.

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BEFORE I READ
YOUR PROPOSAL,
RUN IT PAST
OUR LEGAL
DEPARTMENT

STAN

THE ONLY
THAT IS

For Shelly

I DIDN'T THINK
I WAS A PERSON

STAN

DAD A MAN
THE ONLY

THE ONLY

YOUR LEGAL
DEPARTMENT
THE ONLY

Good luck

2. Adams

Stan Adams

Introduction

Have you noticed that people aren't good at comparing things? That works to your advantage. It's easy to mask your incompetence as long as you're free to pick your own points of reference. For example, if you reduce expenses at your workplace, you can claim success even if any moron easily could have reduced expenses by twice as much. The trick is to compare your results with the hypothetical results of an imaginary person who wasn't even trying. Keep your boss focused on the important thing—that you reduced expenses, dang it. Case closed. No more questions. Moving on.

Another time-honored approach for making your accomplishments difficult to verify is to work on projects that aren't expected to bear fruit until some undefined day in the future. In the window of time between initiating your deception and the moment you are unmasked as a fraud, you can be gaining experience, padding your resume, and job-hopping faster than a tiny cowboy in a porcupine rodeo. (I will pause now while you savor that excellent analogy.)

Perceived success is a numbers game. Don't be afraid to bounce from project to project. If you come in contact with enough random situations, sooner or later, by pure chance, you'll end up working with someone competent. Then you can call that person your partner and claim coauthorship of every idea that comes out of his or her mouth. Try to use the phrase "I forget which one of us thought of that idea" whenever you get a chance. That way you're not lying; you're simply forgetting details that aren't important. You're a Big Picture person.

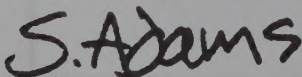
At meetings, when one of your coworkers describes an actual accomplishment, do the slow clap and say, "FINALLY, you listened to my advice." Then change the subject.

If software is your thing, claim you removed a thousand lines of code and made the system 20 percent faster. Be sure to point out that the improvement is hard to notice because more people are using the system now.

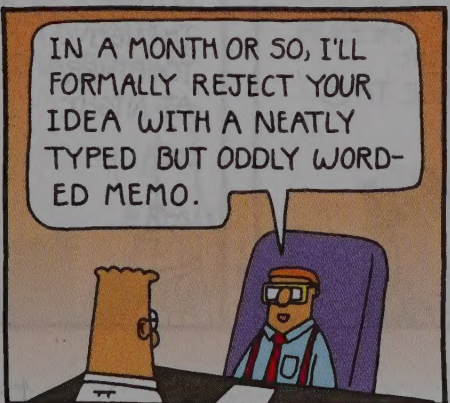
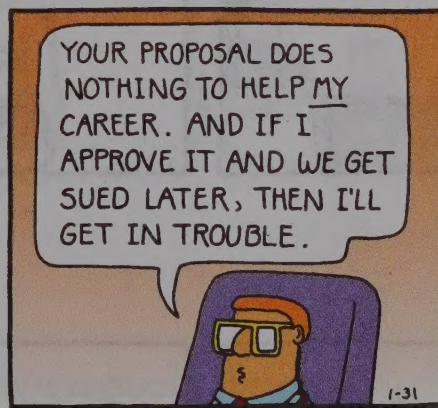
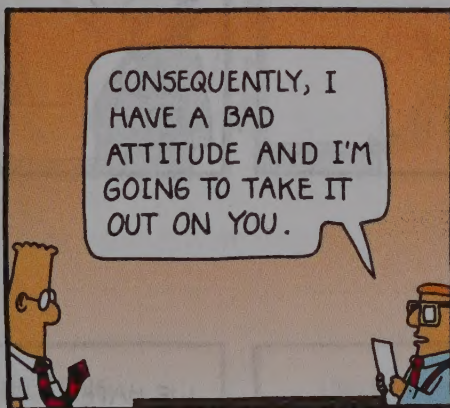
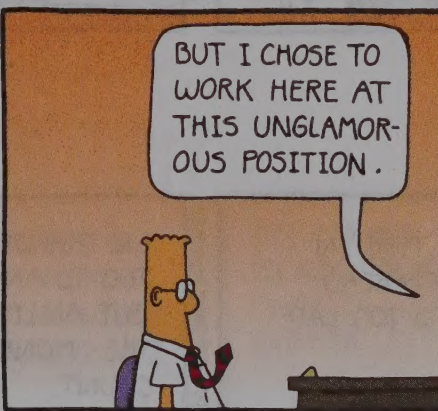
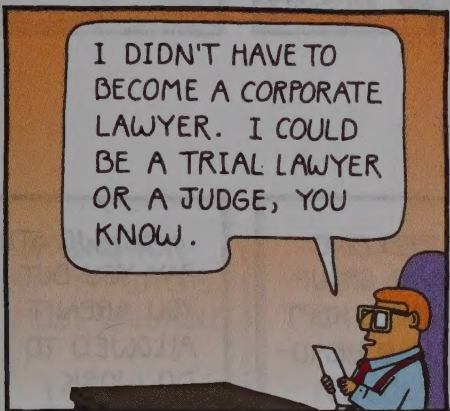
People have bad memories. You can use that to your advantage, too. Speak of your project in glowing, hypothetical terms, under the guise of making some larger point, and hope that repetition makes it stick. For example, you could say, "Suppose my project saves \$10 million. That would be twice as good as Carl's project, right?" If you throw around the \$10 million figure often enough people will remember it as a fact.

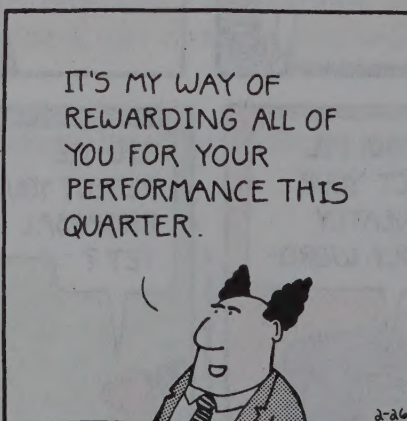
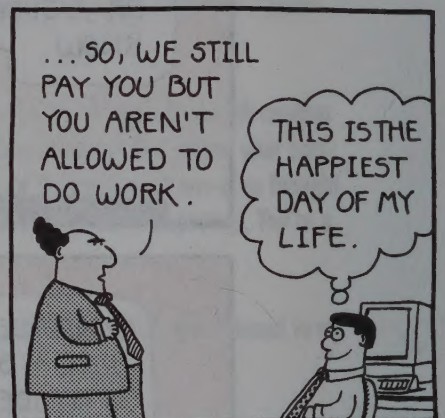
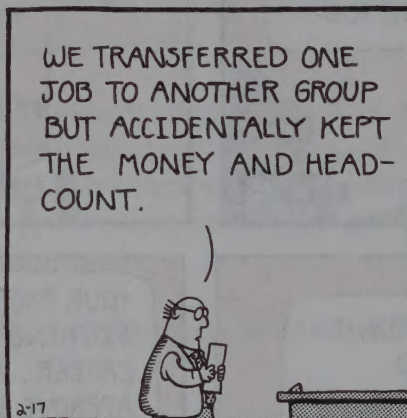
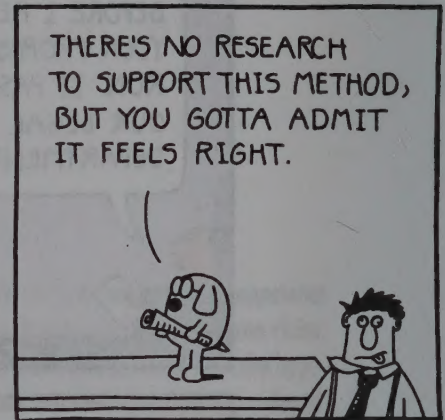
These are but a few of the many ways you can make your accomplishments difficult to verify. For more, study this book and pay special attention to any strip featuring Wally.

Good luck.

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

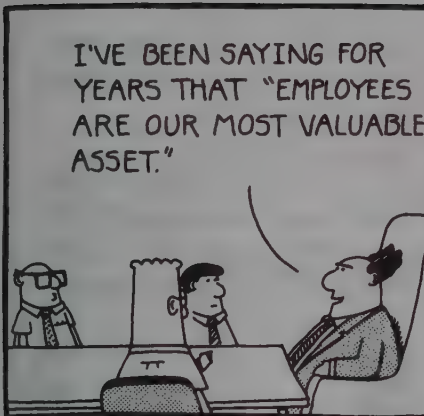
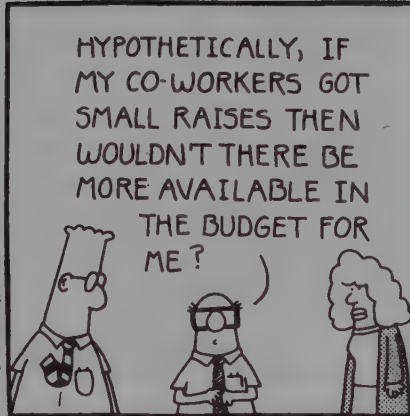
Scott Adams



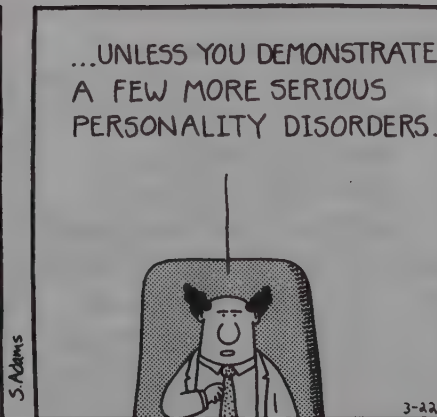
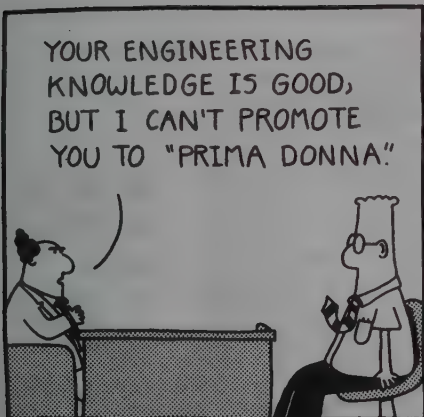
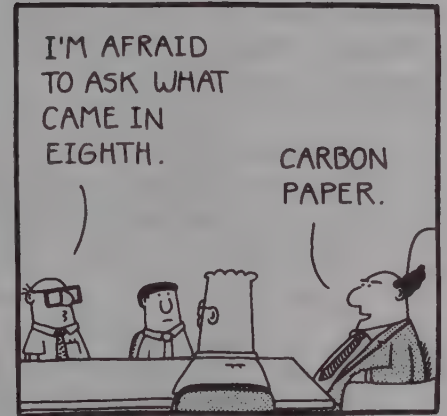
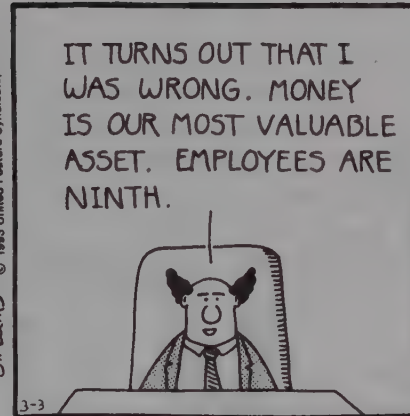




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DILBERT TALKS TO A CLASS ABOUT CAREER OPTIONS.

ENGINEERING IS ONE OF THE BEST CAREERS AVAILABLE.



Scott Adams

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



4-21

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



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DILBERT TALKS TO A CLASS ABOUT CAREER OPTIONS.

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



Scott Adams

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



4-22

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



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WOULD I BE ALLOWED TO DATE A NON-ENGINEER?

BEEP BEEP

DILBERT TALKS TO A CLASS ABOUT CAREER OPTIONS.

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



Scott Adams

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



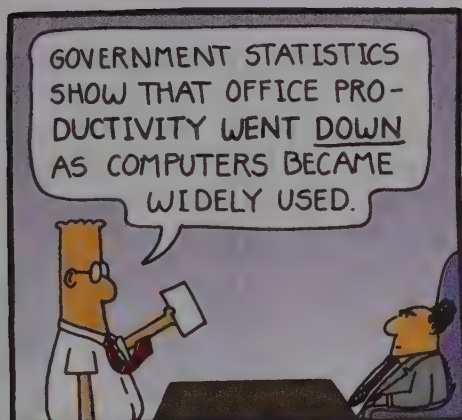
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...AND SOMETIMES YOU GET FREE DONUTS JUST FOR SHOWING UP!

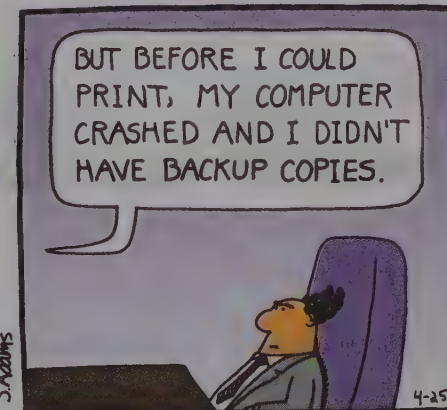
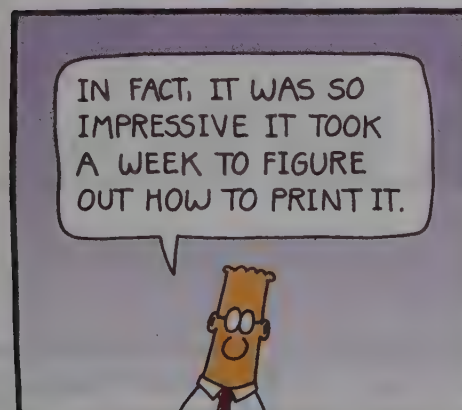
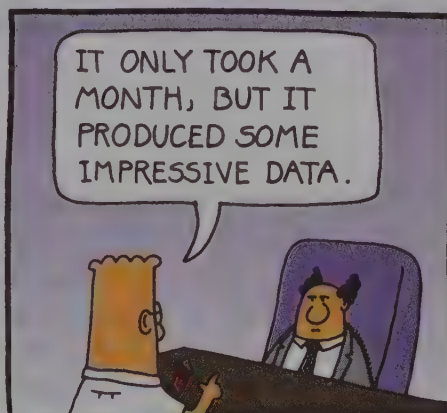
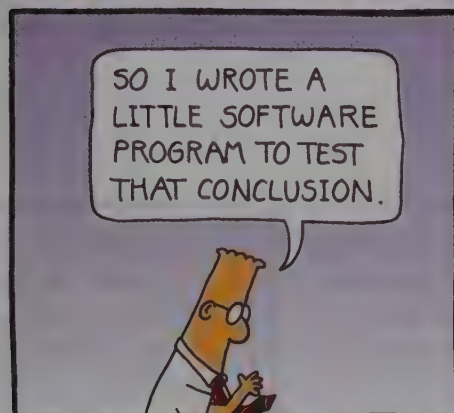


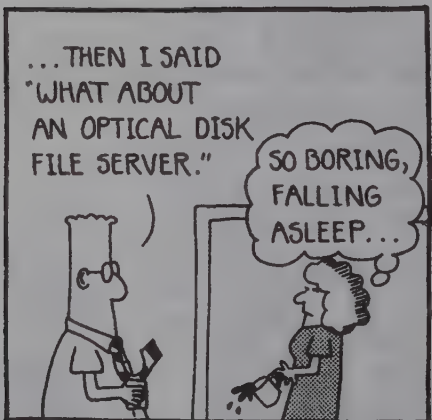
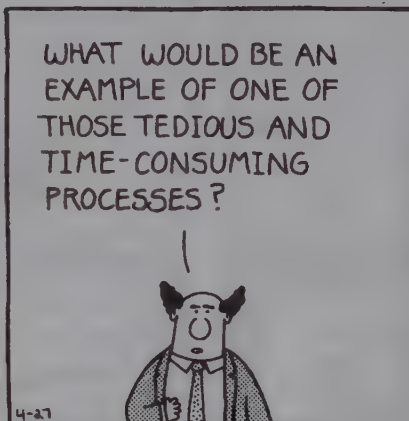
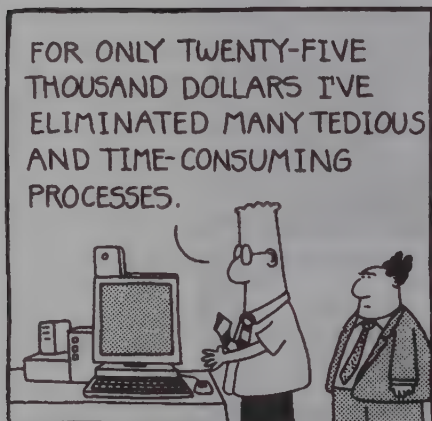
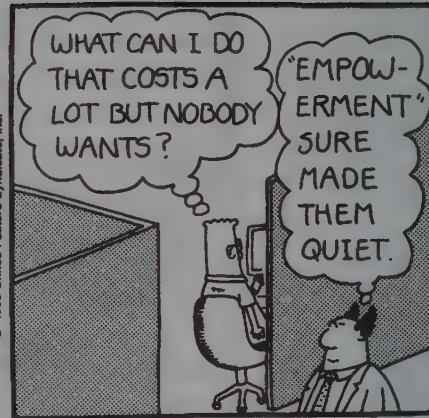
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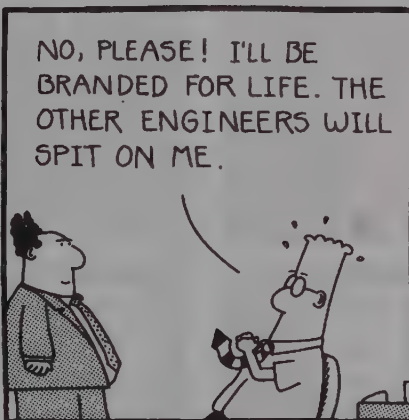
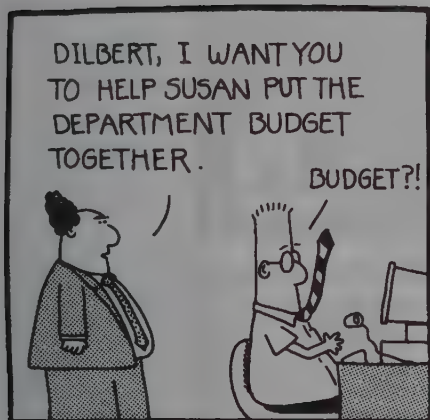
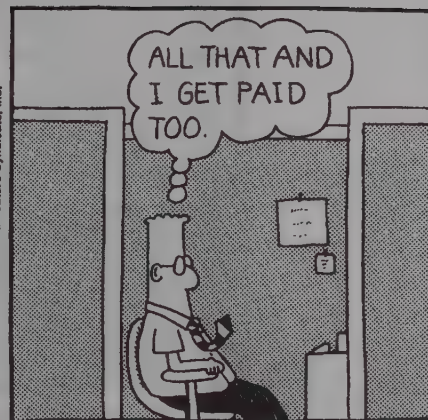
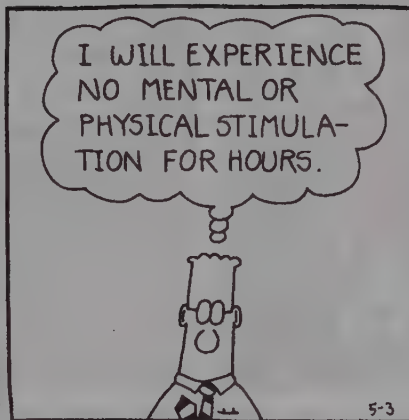
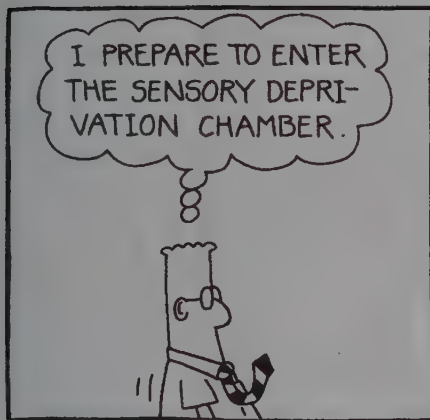
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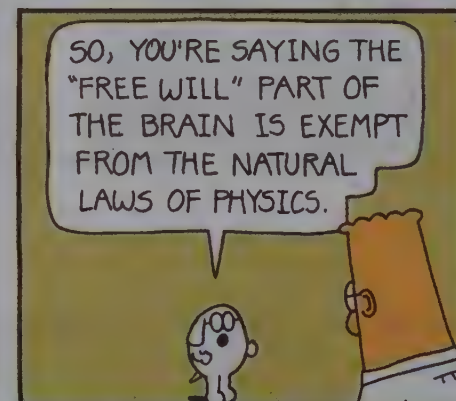
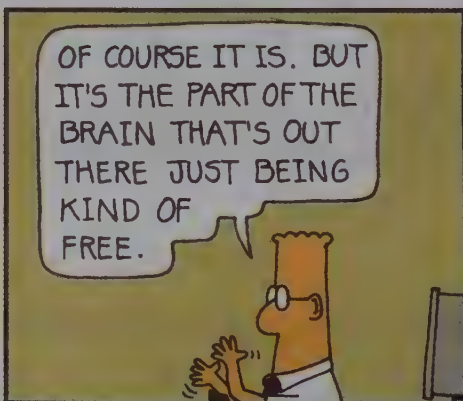
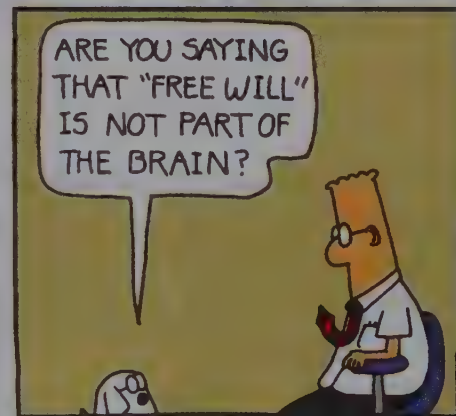
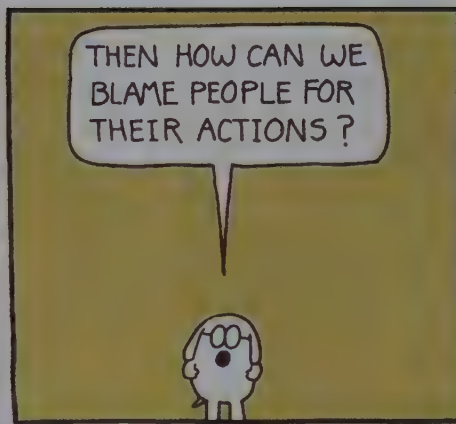
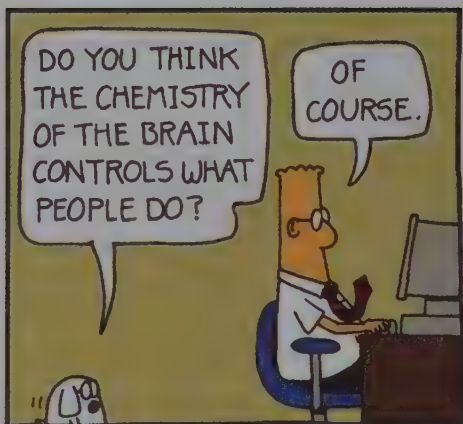


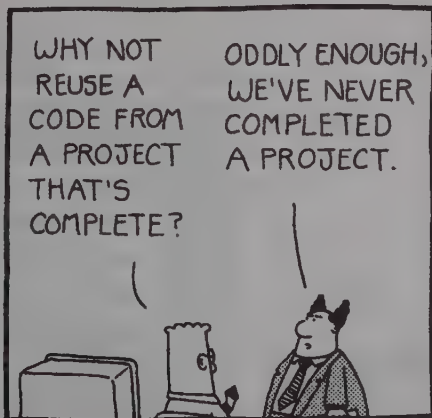
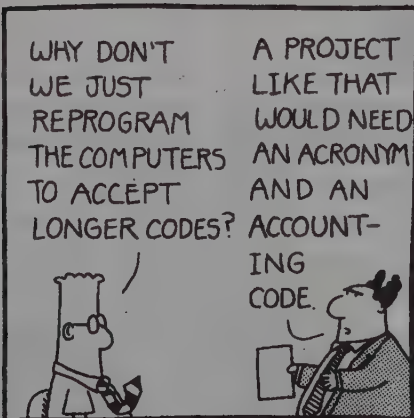
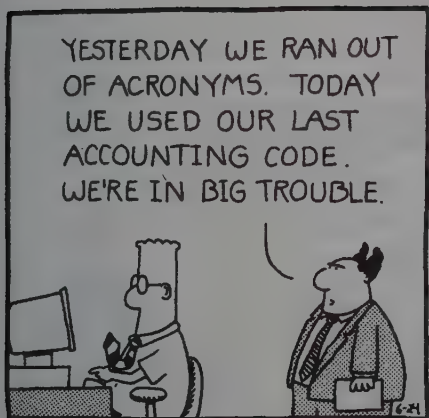
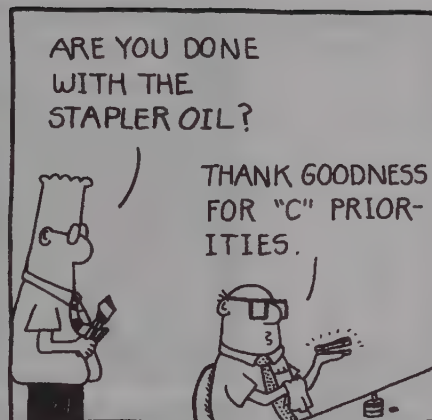
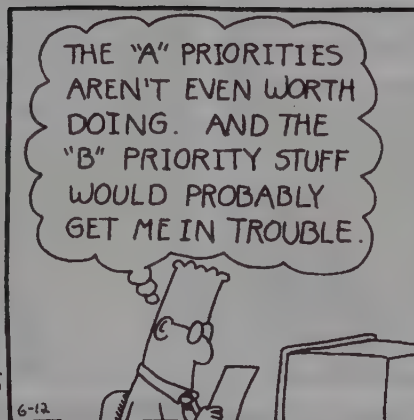
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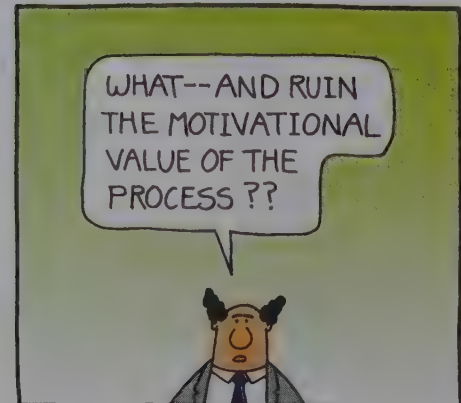
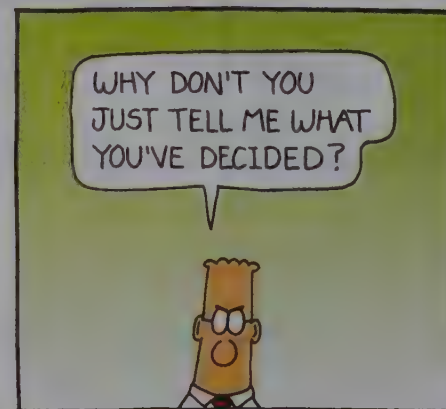
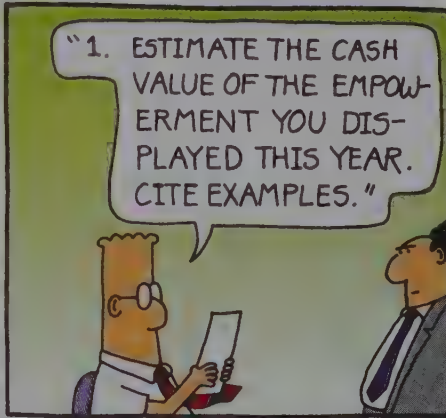






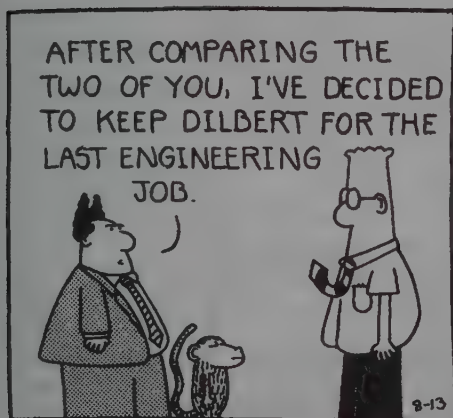
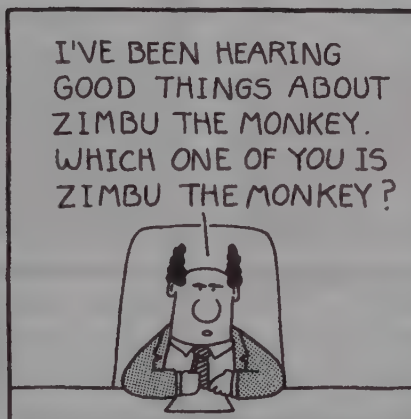
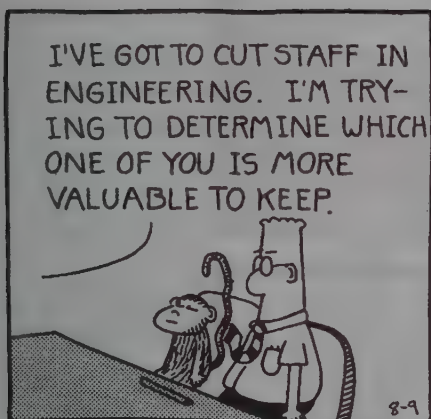
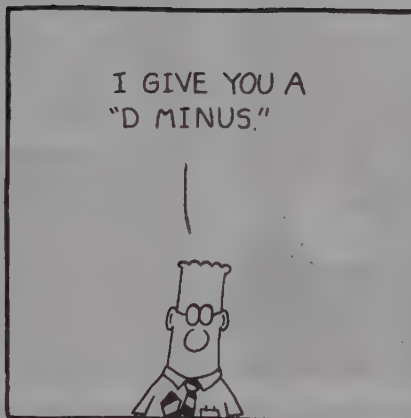


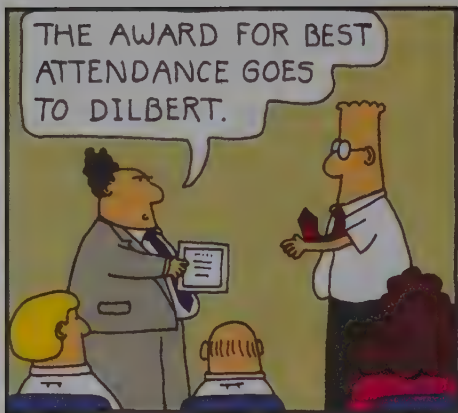




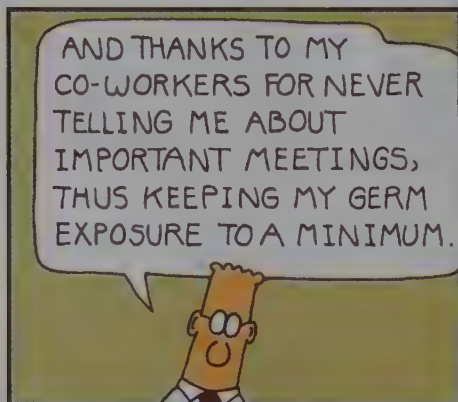
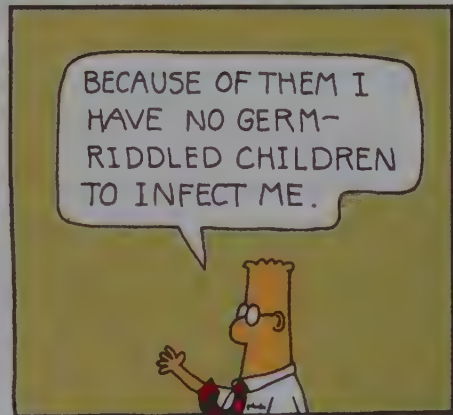
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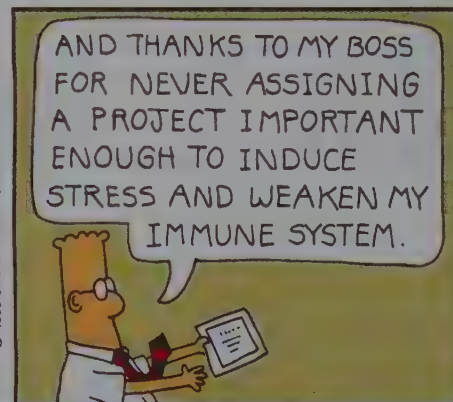


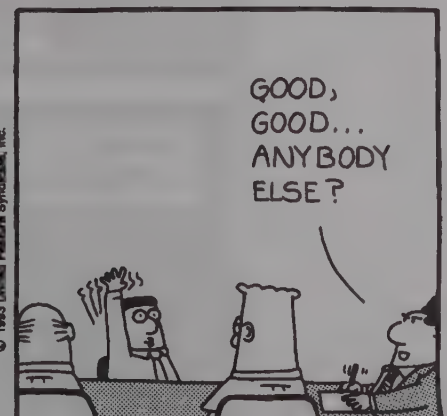
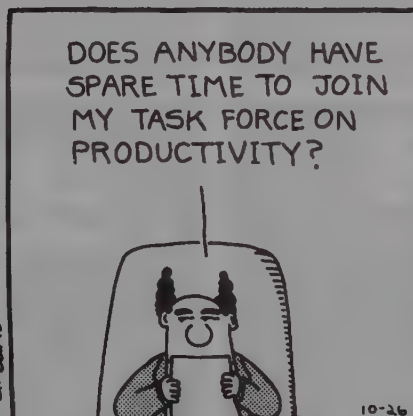
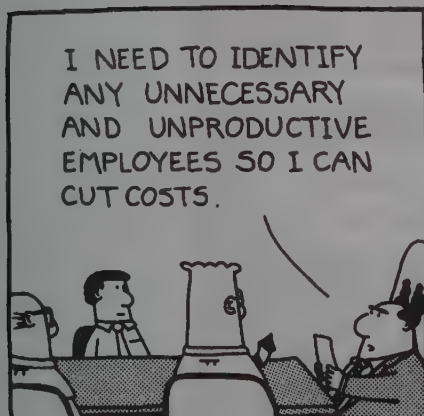
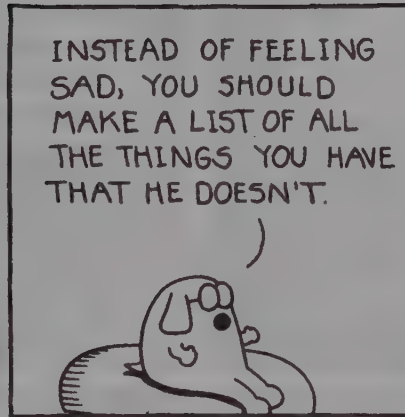


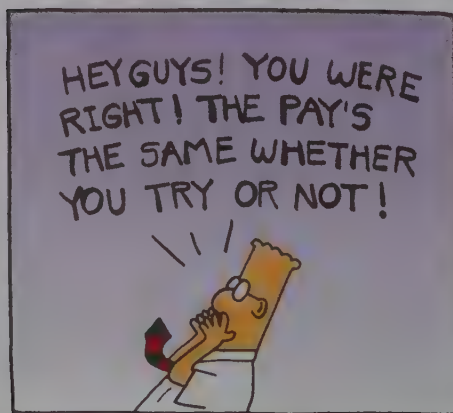
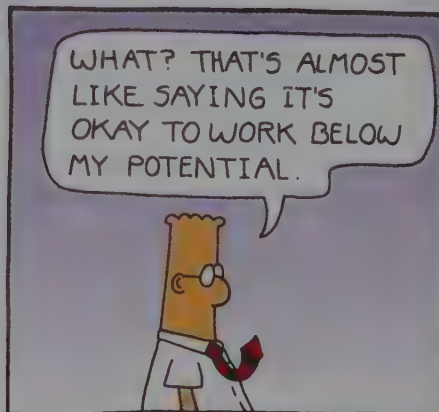
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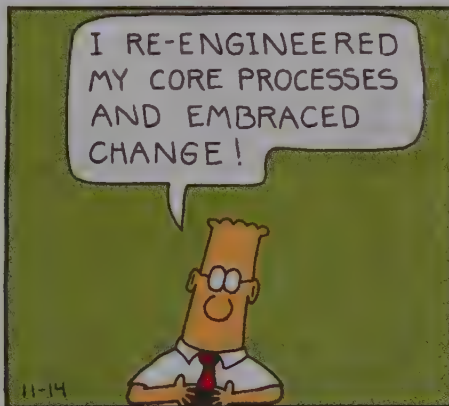
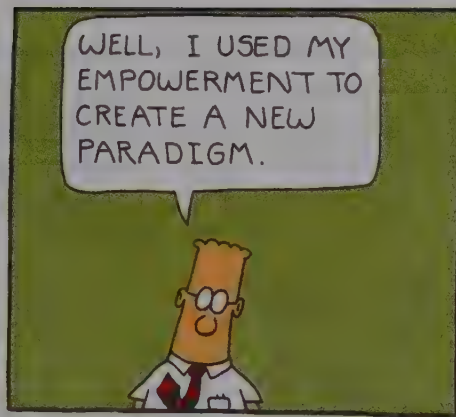


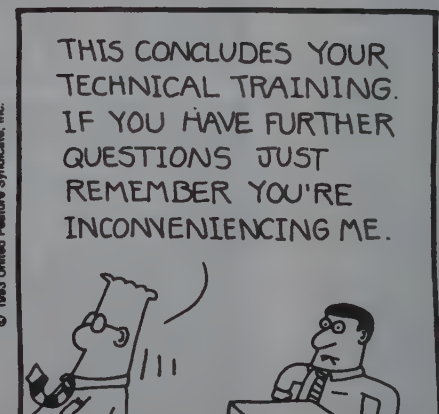
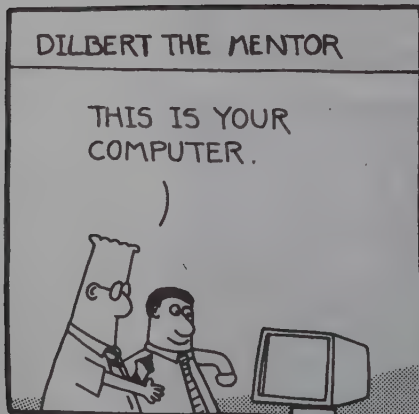
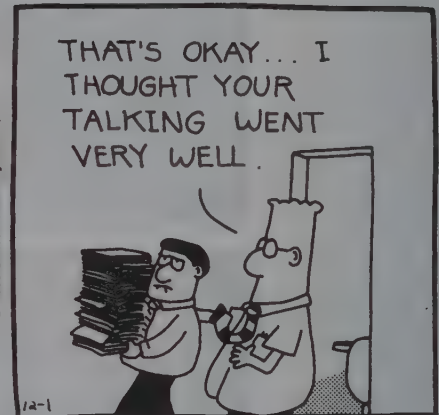
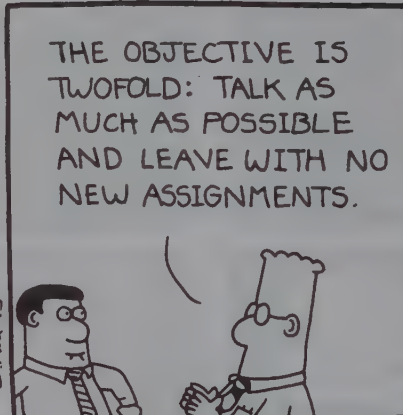
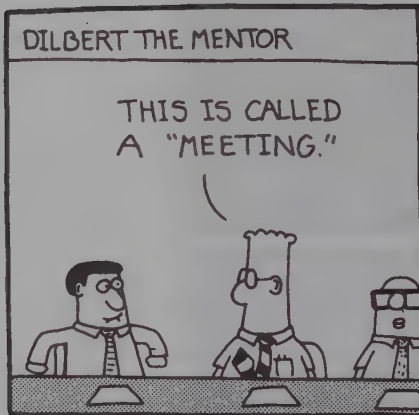
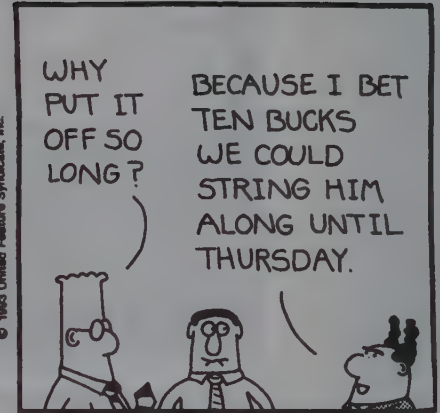
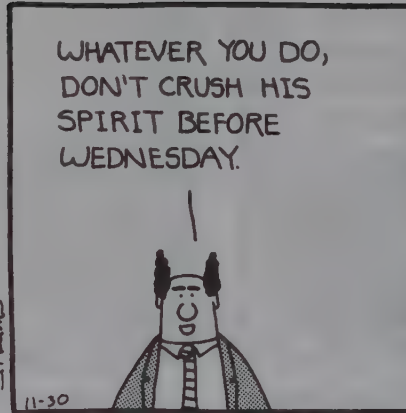
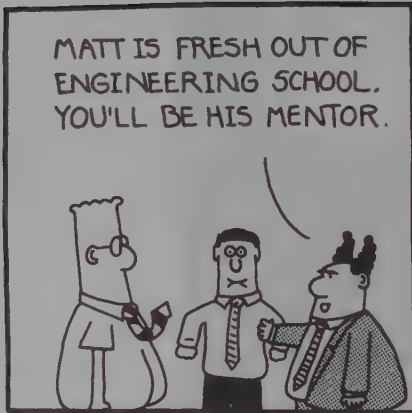


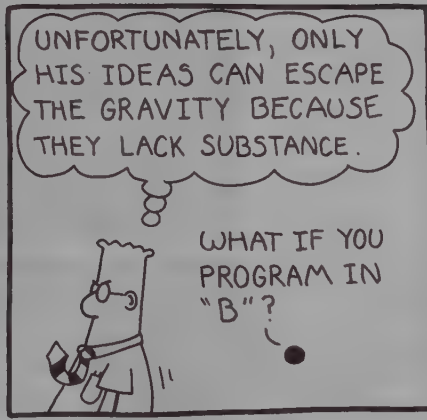
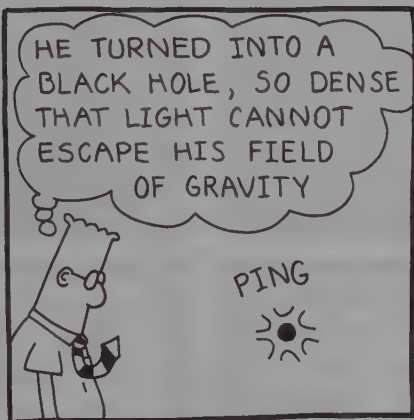
S. Adams

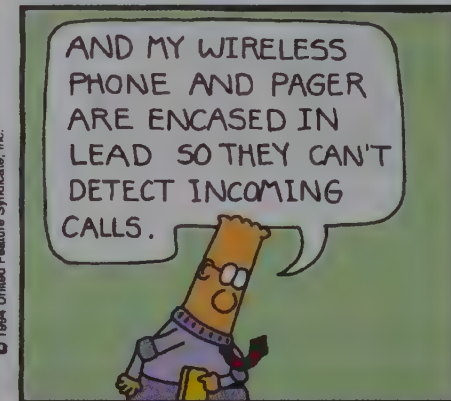
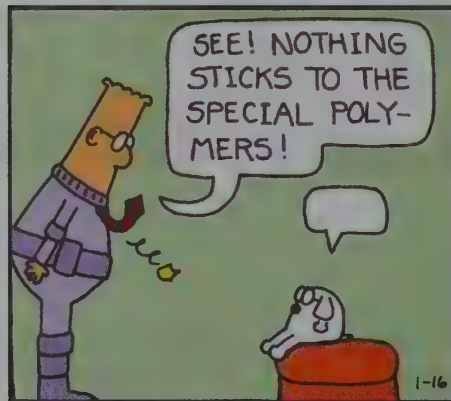
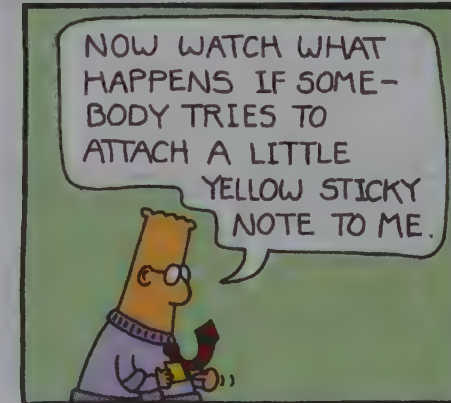
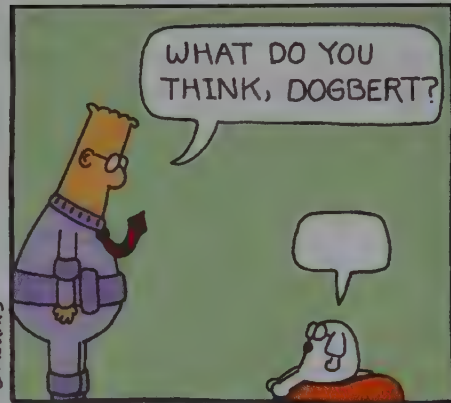
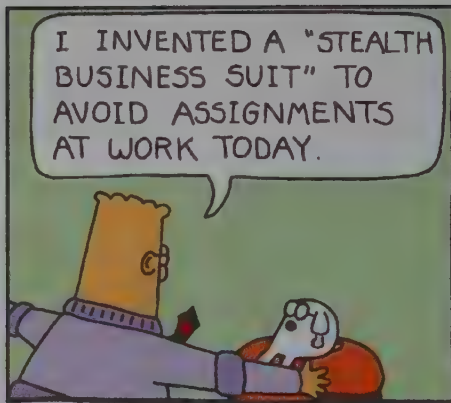
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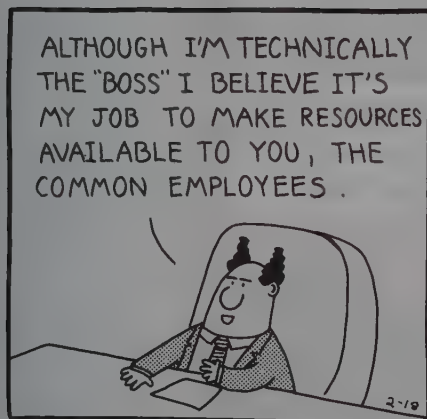
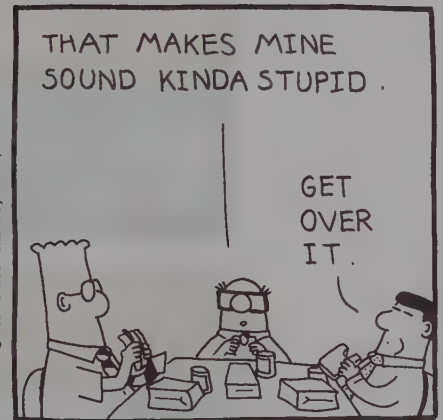
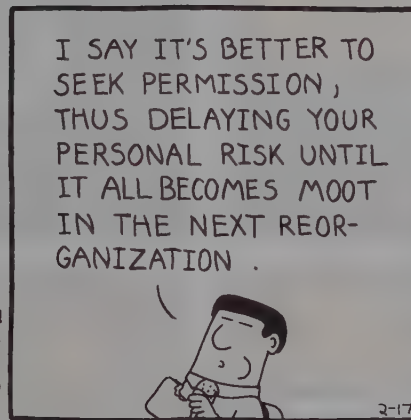
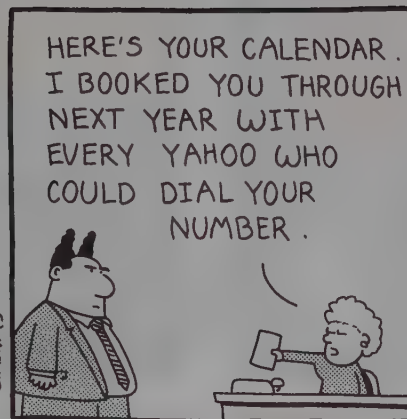


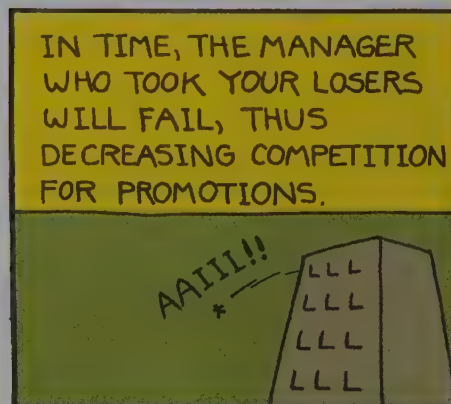
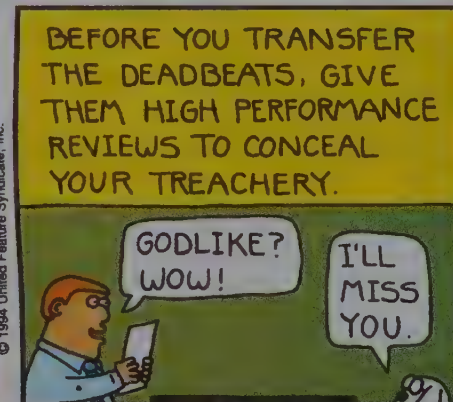
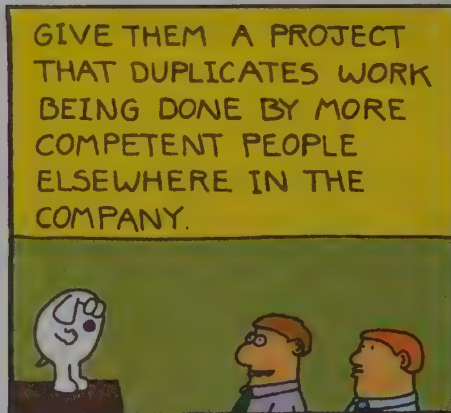
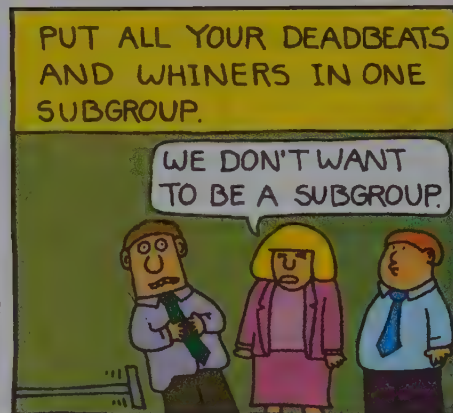


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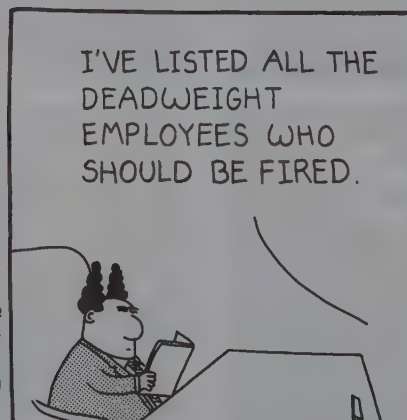
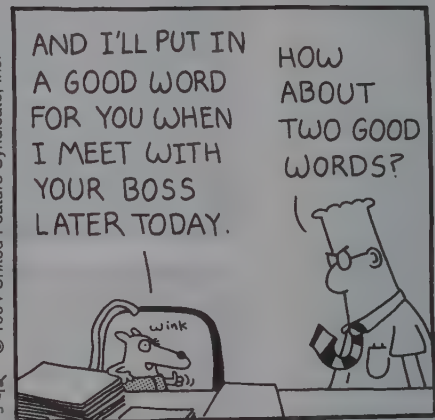
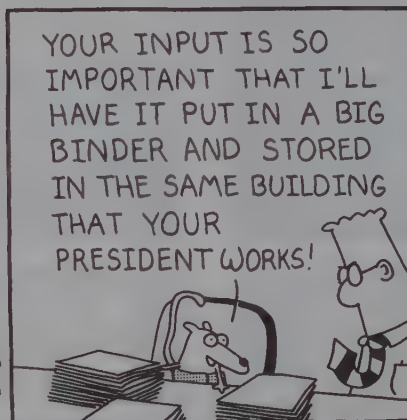
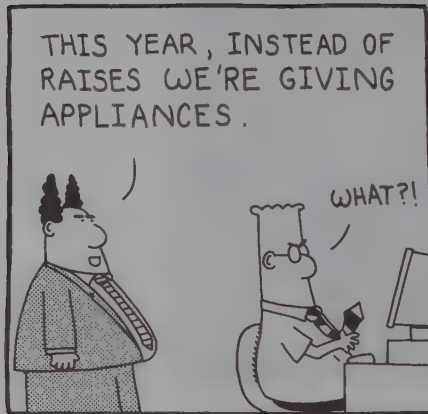


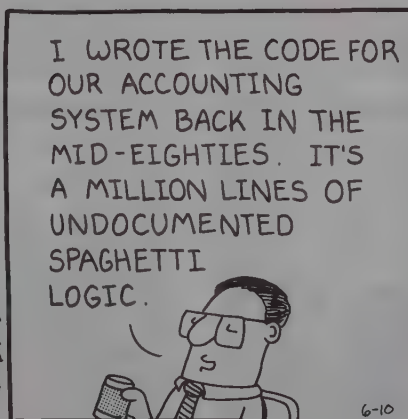
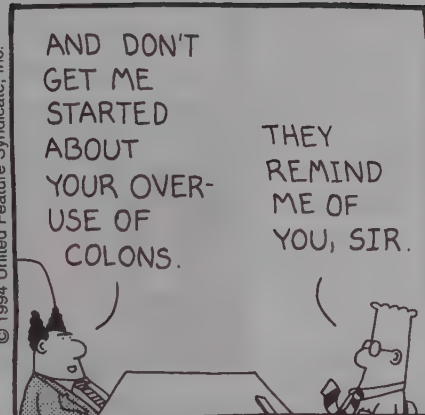
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OUR CEO WILL VISIT
HERE NEXT WEEK.
YOU ALL KNOW WHAT
TO DO.

WE SHOULD STOP ALL
PRODUCTIVE WORK AND
CREATE OVERHEAD
TRANSPARENCIES
THAT EXAGGERATE
OUR VALUE.

AND A FEW OF OUR
UGLIER CO-WORKERS
WILL BE REPLACED BY
ACTORS.

AS LONG AS IT'S
NOT GERARD
DEPARDIEU.

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HAVE YOU
SUMMARIZED
YOUR ACCOM-
PLISHMENTS
FOR OUR CEO?

ALMOST
DONE.

OKAY — MY BODY
CONVERTS TOXIC WASTE
INTO PENICILLIN, I'M
CLAIRVOYANT, AND I
INVENTED WOOL.

I THOUGHT
SHEEP
INVENTED
WOOL.

WHO ARE
YOU GOING
TO BELIEVE,
THEM OR
ME?

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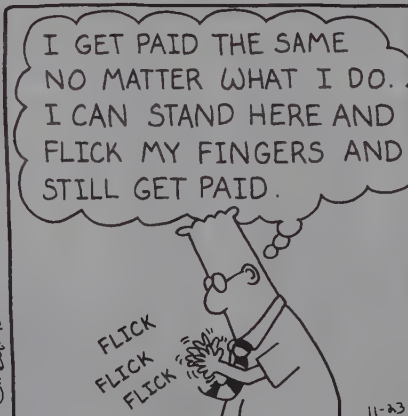
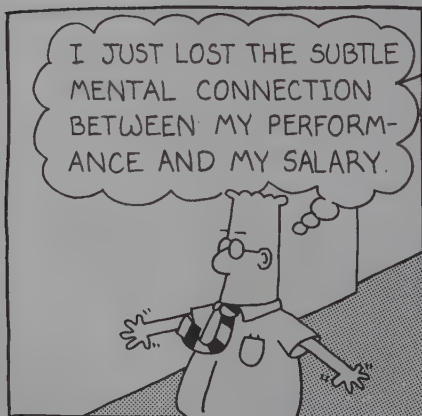
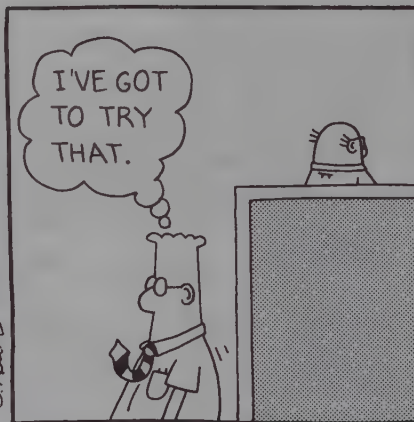
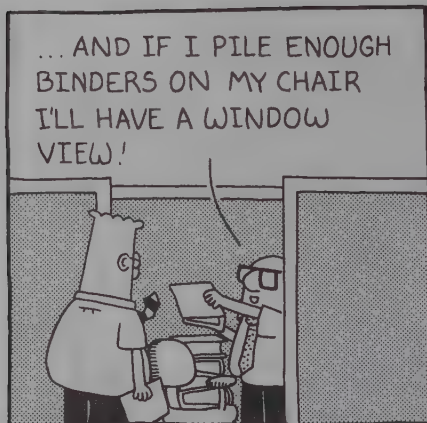
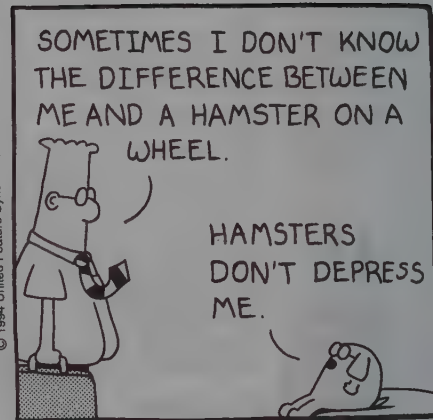
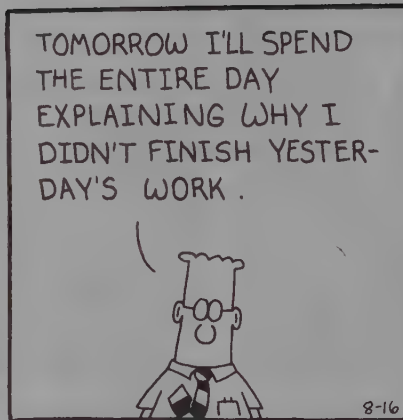
OUR CEO CANCELLED HIS
VISIT. HE'S SENDING
HIS TOP AID, ZIMBU
THE MONKEY, IN
HIS PLACE.

ISN'T THAT TYPICAL?
I SPENT A WEEK
EXAGGERATING MY
ACCOMPLISHMENTS
FOR THIS. NOW HE
SENDS A STUPID
MONKEY!

WHAT COULD BE MORE
HUMILIATING THAN
TRYING TO SUCK-UP
TO A MONKEY?

FAILING
AT IT?

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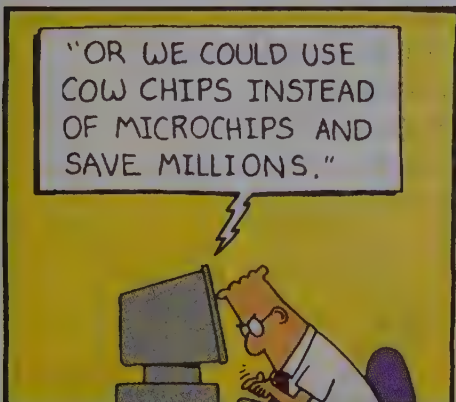
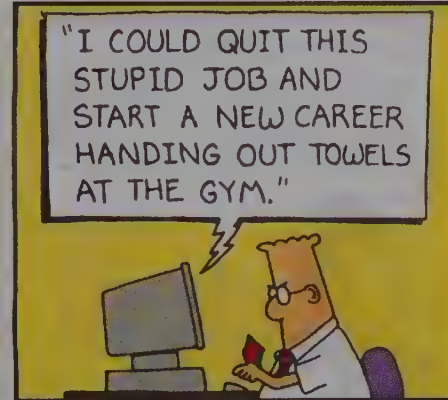


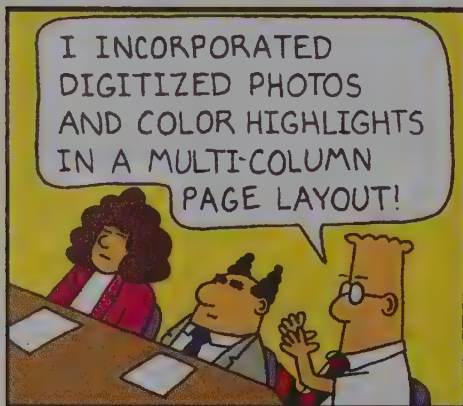
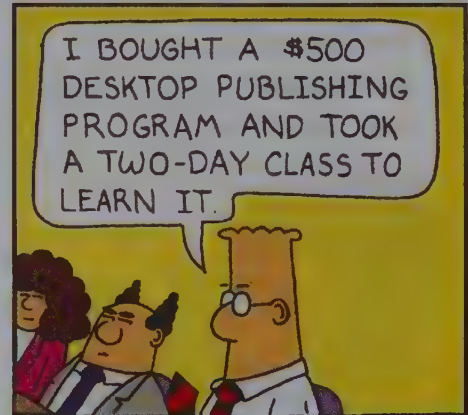
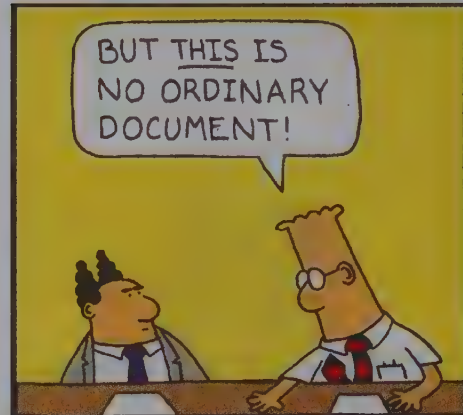


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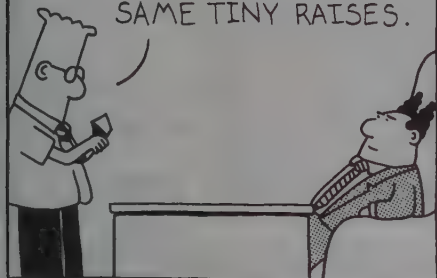




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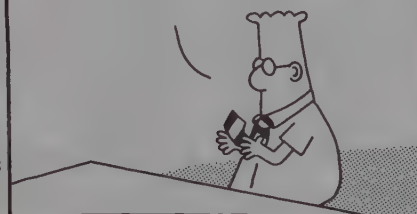
11-20

I ACCOMPLISHED TWICE AS MUCH AS WALLY THIS YEAR, BUT WE GOT EXACTLY THE SAME TINY RAISES.



S. ADAMS

I'M WONDERING IF THIS IS A CLEVER SHIFT IN MANAGEMENT PHILOSOPHY OR A SIMPLE APPLICATION OF YOUR IGNORANCE?



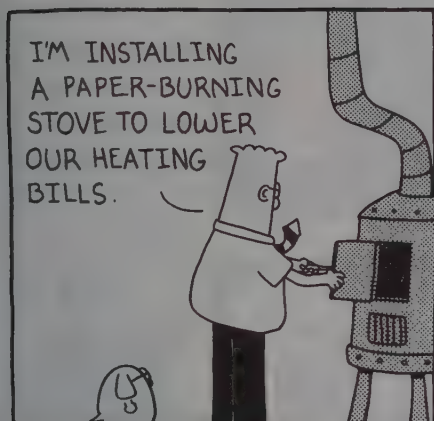
YOU'RE STARTING TO ANNOY ME.

AND THAT WOULD AFFECT MY PAY HOW?



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I'M INSTALLING A PAPER-BURNING STOVE TO LOWER OUR HEATING BILLS.



S. ADAMS

I'LL FUEL IT WITH ALL THE USELESS DOCUMENTS I GET AT WORK.



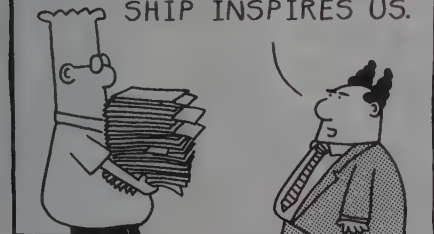
I'VE BEEN NOTICING HOW MUCH STUFF YOU TAKE HOME. YOU MUST LOVE YOUR WORK.

IT GIVES ME A WARM FEELING.



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WE'VE ALL NOTICED THE VOLUME OF WORK YOU CARRY AROUND. YOUR QUIET LEADERSHIP INSPIRES US.



S. ADAMS

I'D LIKE TO PROMOTE YOU TO MANAGER SO YOU CAN IMBUE OTHERS WITH YOUR WORK ETHIC.

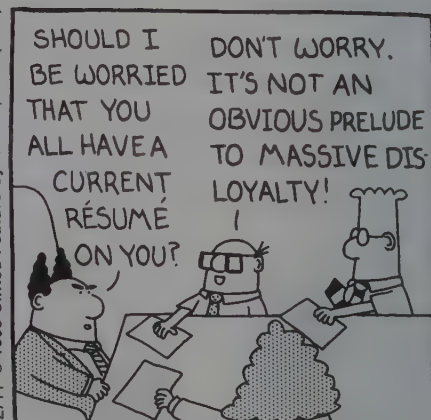
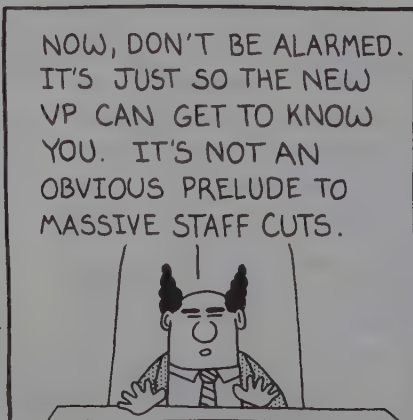
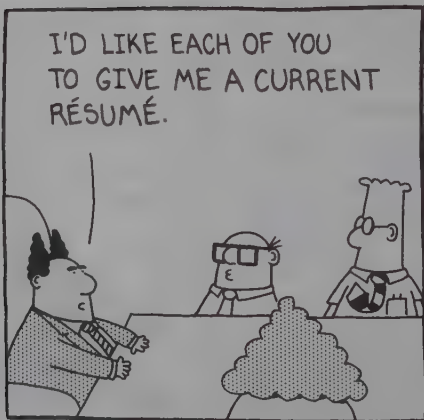
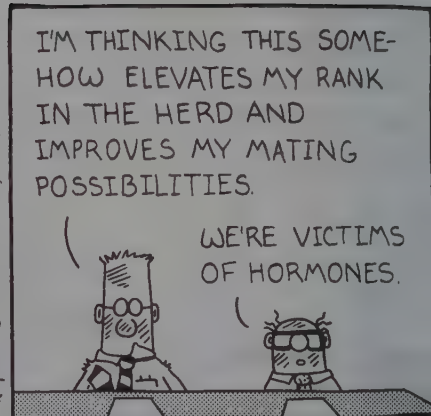
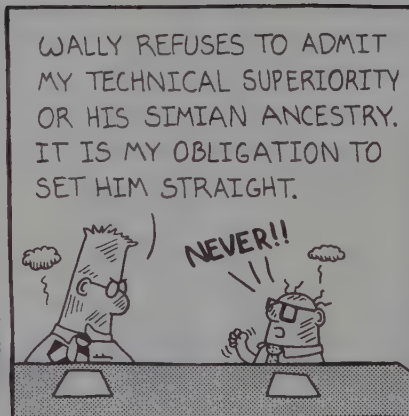
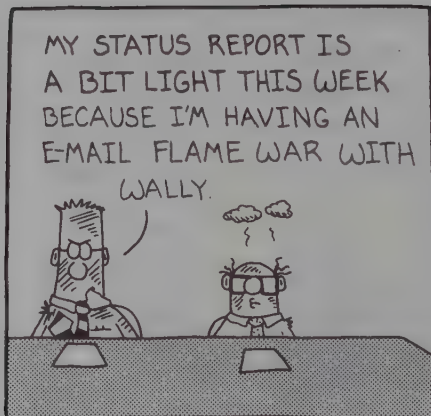


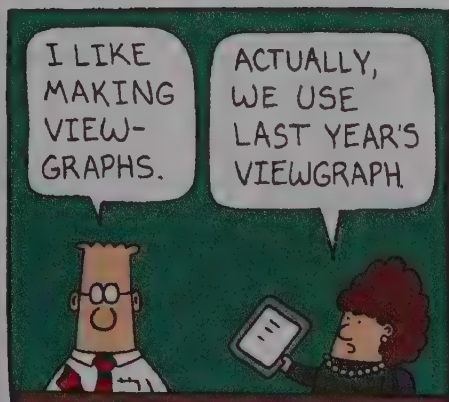
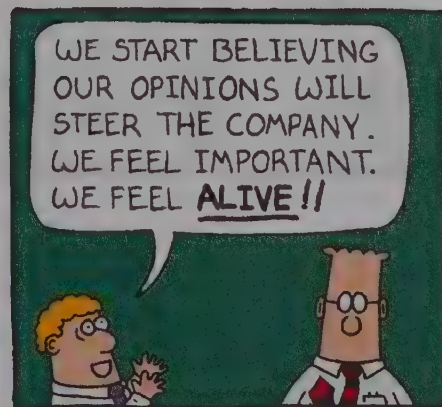
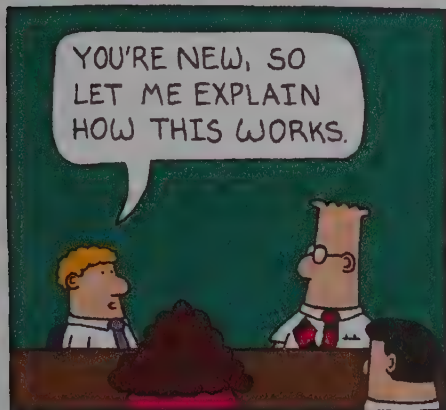
DOES HE KNOW YOU USE THE DOCUMENTS TO HEAT OUR HOUSE?

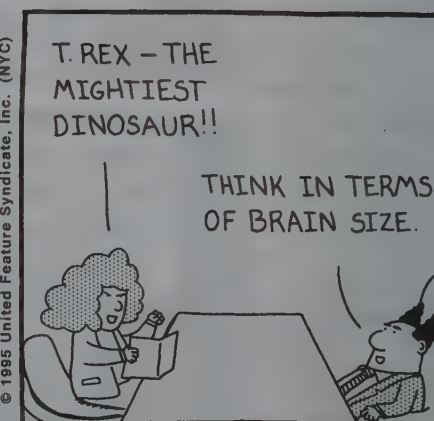
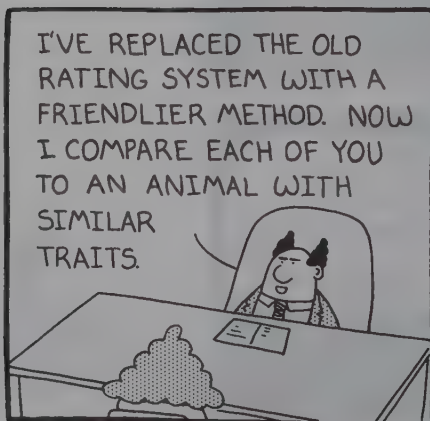
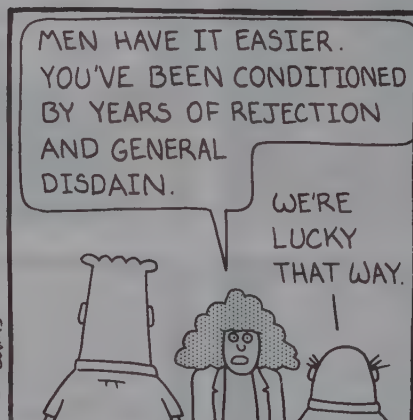
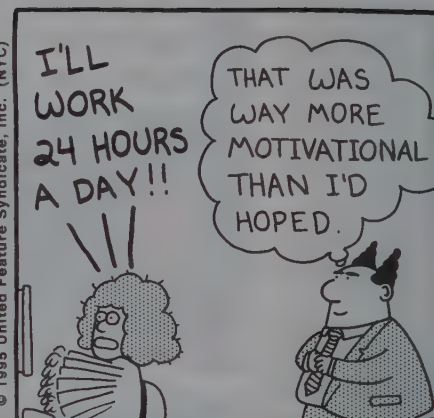
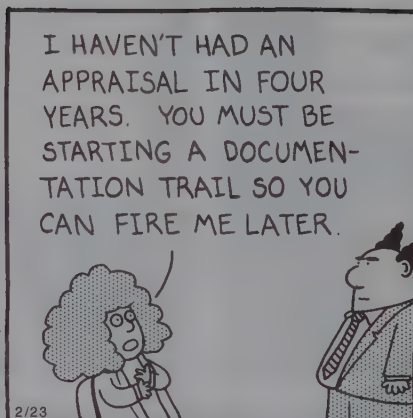
NO. AND I ASKED HIM TO PUT THE JOB OFFER IN WRITING.

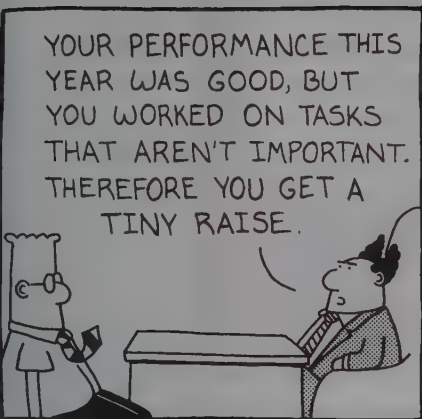


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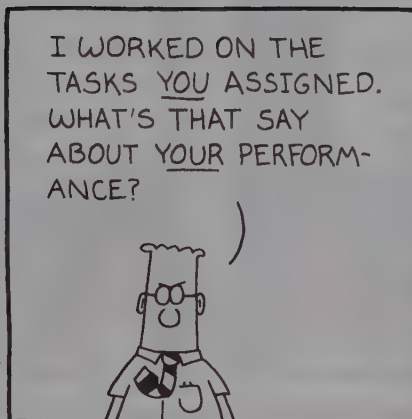




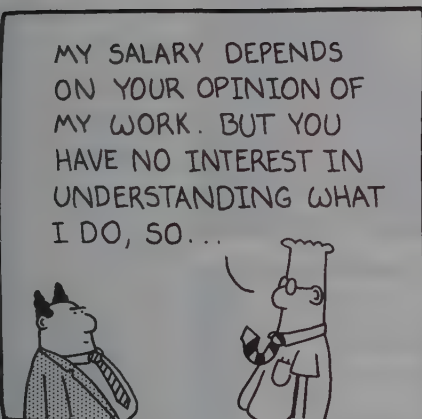
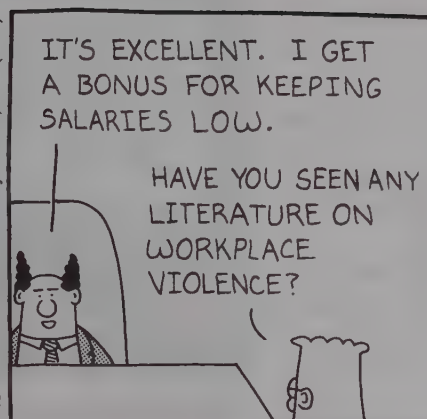




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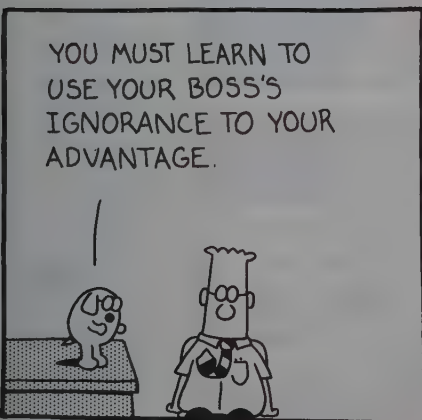
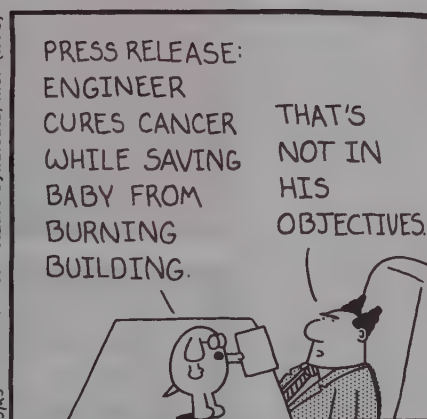
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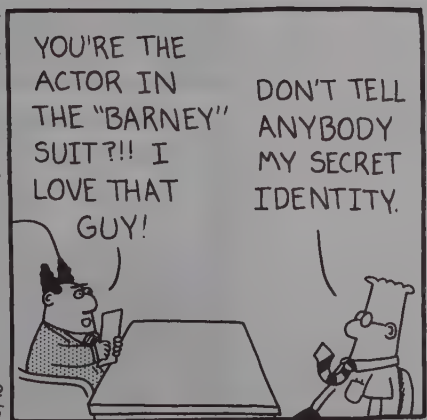
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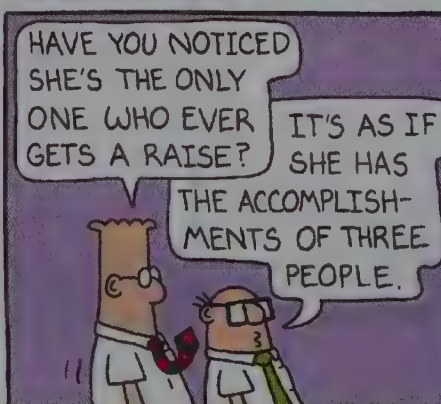
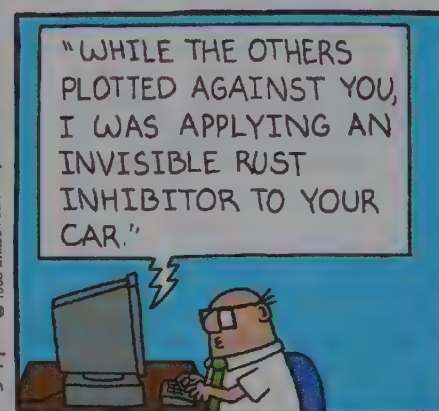


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MY PROPOSED WORK
PLAN FOR THE YEAR
IS TO STRESS-TEST OUR
PRODUCT UNDER SEVERE
NETWORK CONDITIONS.

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

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

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

I SIGNIFICANTLY
INCREASED MY
VISIBILITY AT WORK
TODAY, DOGBERT.

YESTERDAY I WAS
INVISIBLE TO MY
MANAGEMENT. BUT
TODAY I AM KNOWN
BY ALL.

YOU
SCREWED
UP, HUH?

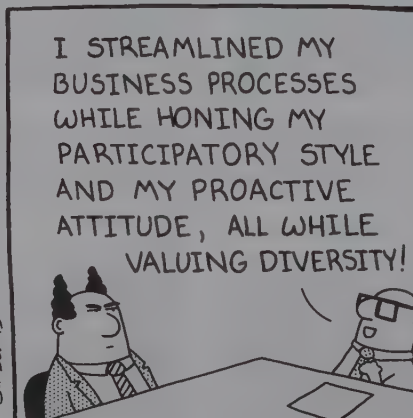
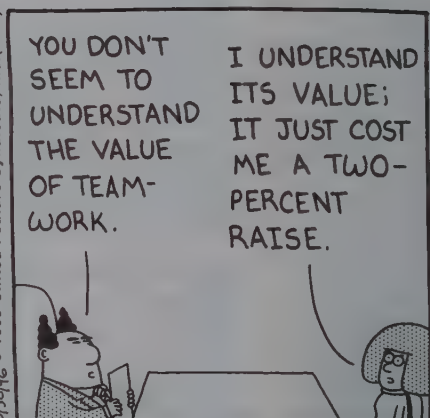
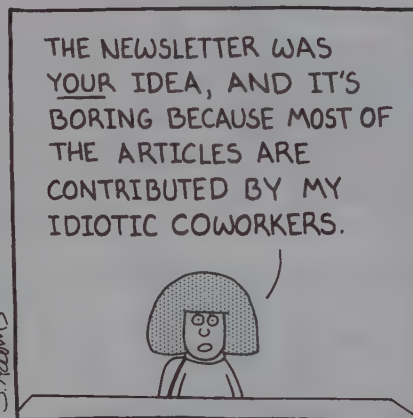
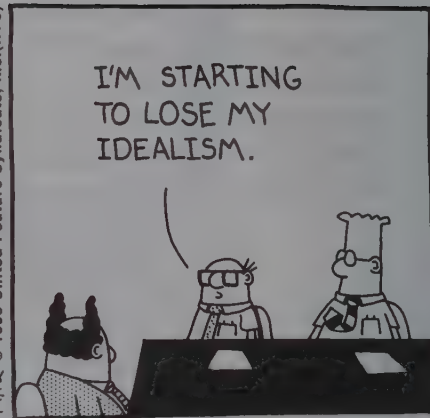
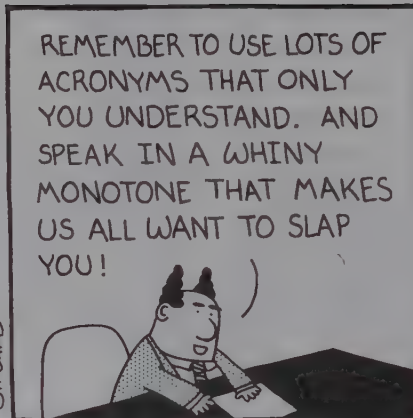
OOH YEAH.
BIG TIME.

MY ACCOMPLISHMENT THIS
WEEK IS THAT I'VE
BECOME AN AGENT OF
CHANGE.

I FOSTER AND REWARD
THOSE BEHAVIORS THAT
CONTRIBUTE TO A
CULTURE OF TEAMWORK.

I'VE BECOME SLIGHTLY
MORE CYNICAL.

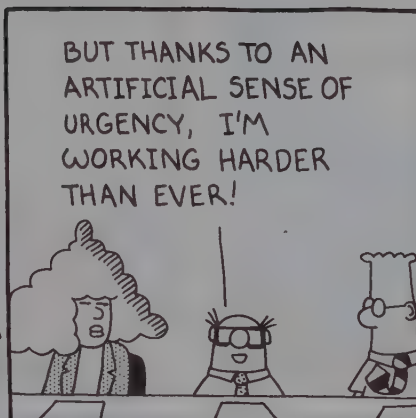
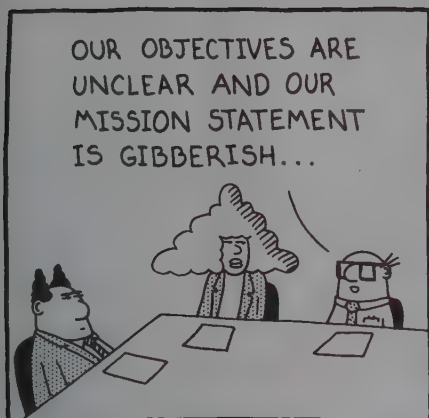
KEEP UP
THE GOOD
WORK,
BUDDY.



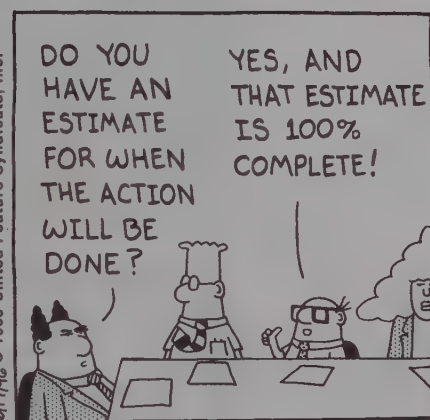
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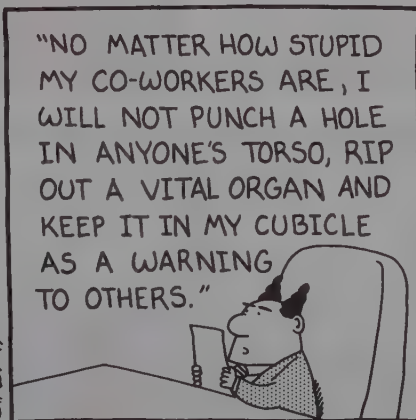
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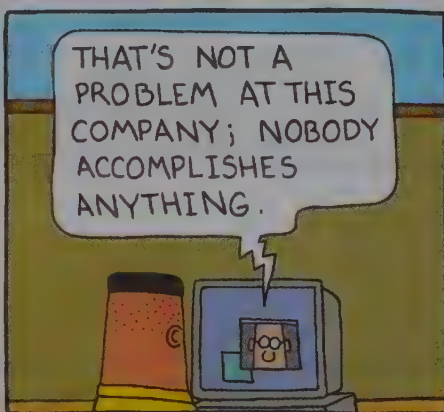
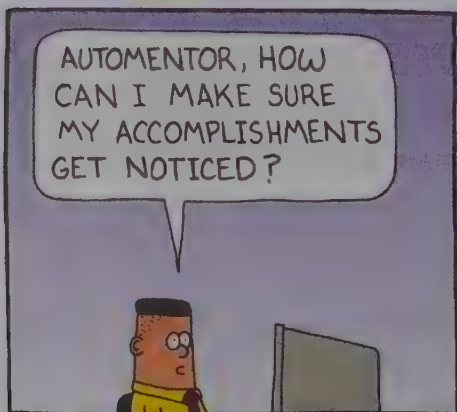
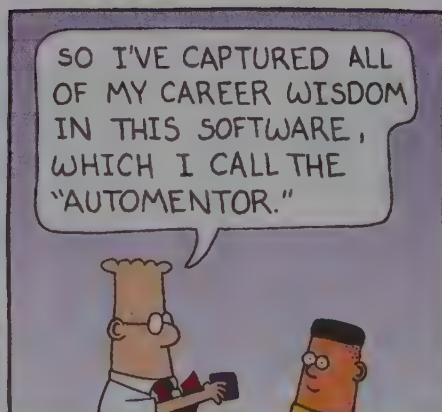
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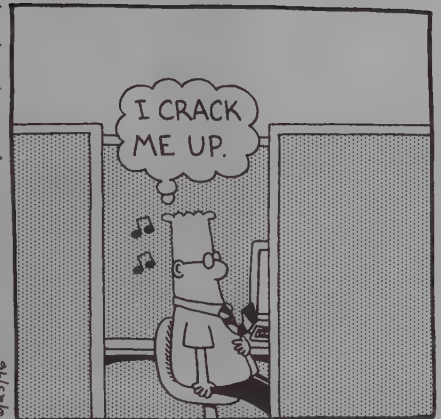
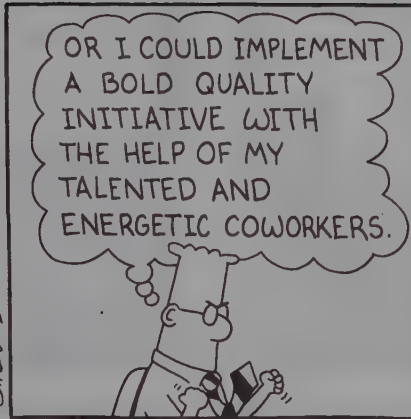


TOO LATE. THEY DON'T CALL THIS PLACE THE "RÉSUMÉ STAIN" FOR NOTHING.



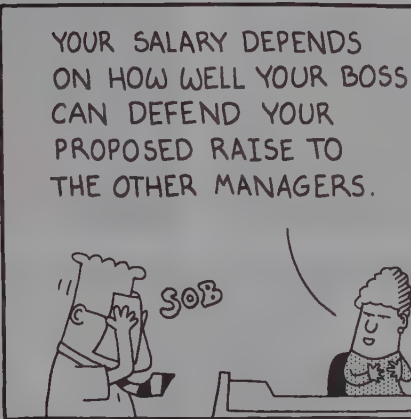
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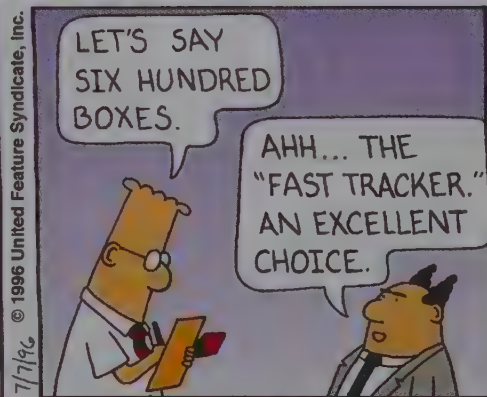
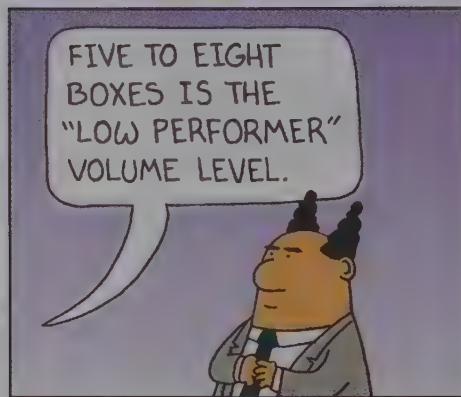
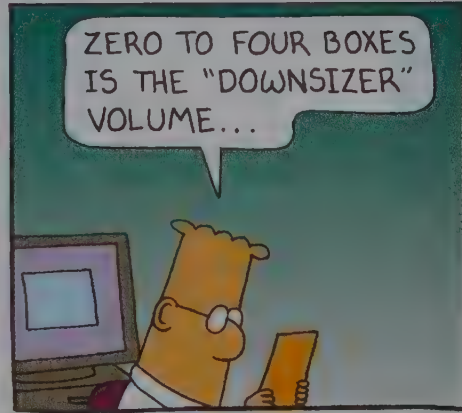
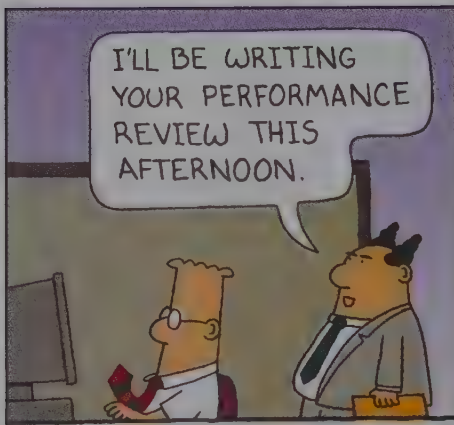
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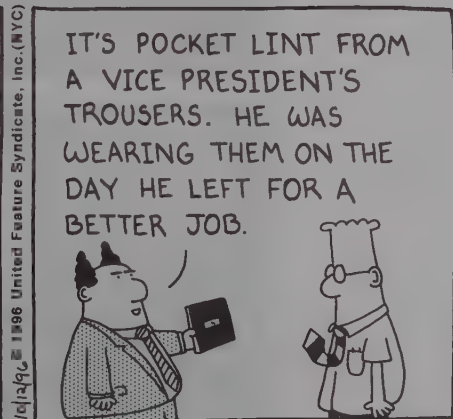
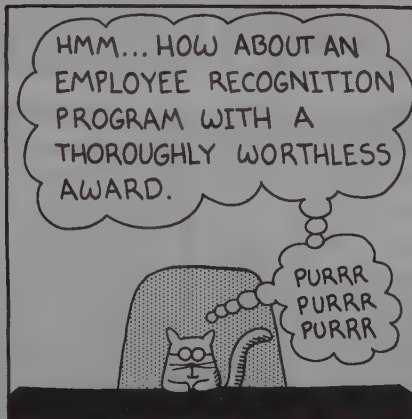
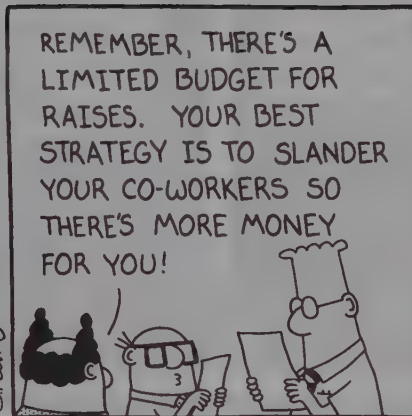
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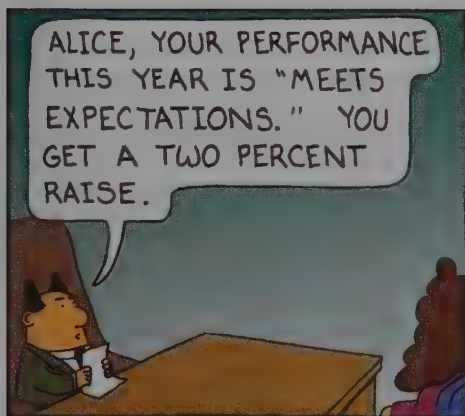
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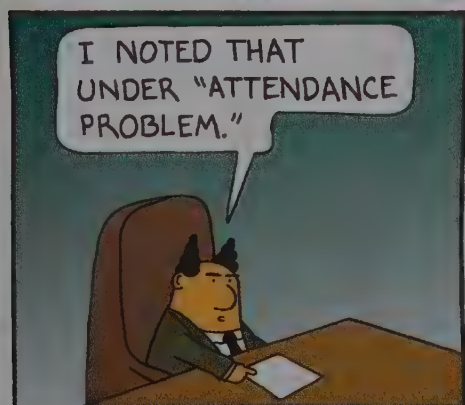




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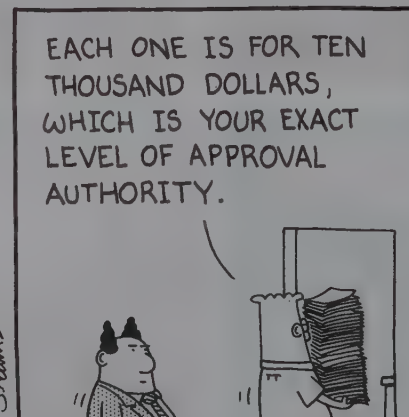
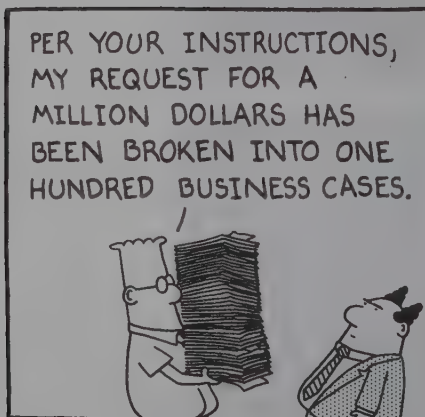
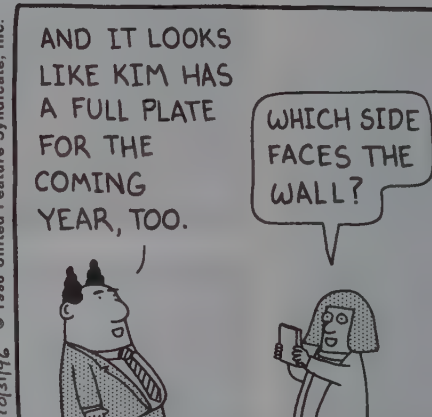


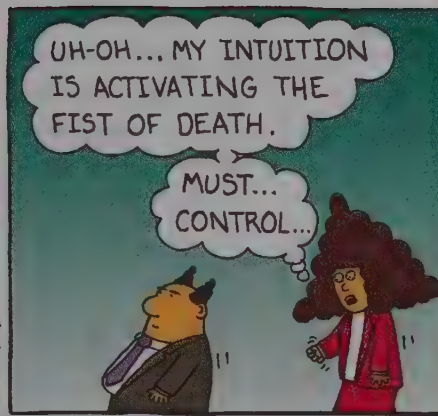
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10/3/96

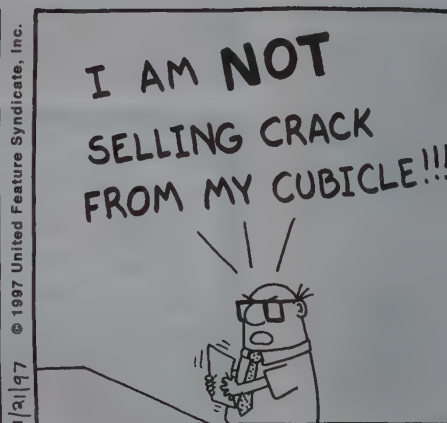
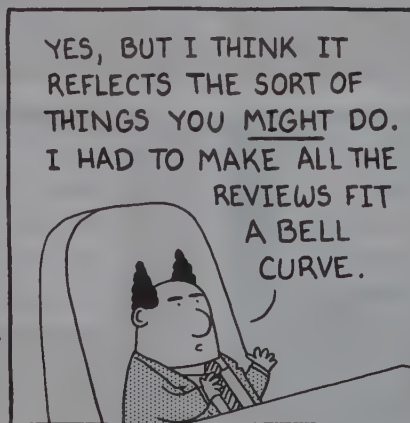
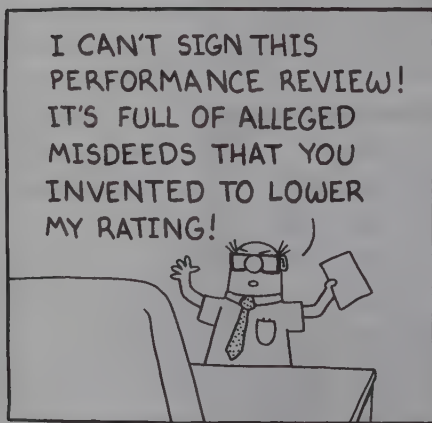
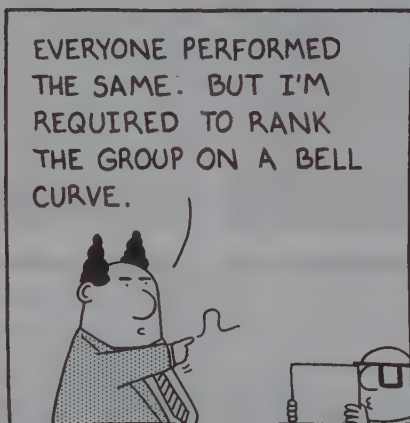
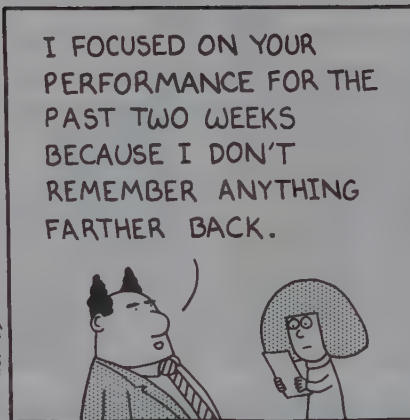






S. Adams

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ALICE, I GAVE YOU A LOW PERFORMANCE RANKING BECAUSE YOU HAVEN'T BOTHERED ME ALL YEAR.



S. Adams

LOGICALLY, IF YOUR JOB WERE DIFFICULT AND IMPORTANT, YOU WOULD HAVE BROUGHT ME MANY ISSUES TO RESOLVE.



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CAN YOU THINK OF ANY OTHER REASON I MIGHT NOT BRING YOU ISSUES?



YEAH, LAZINESS. BUT I GAVE YOU THE BENEFIT OF A DOUBT.



CATBERT: EVIL H.R. DIRECTOR

I WAS SO GOOD AT MY JOB THAT I NEVER NEEDED TO BOTHER MY BOSS. BUT HE GAVE ME A LOW RATING BECAUSE HE DIDN'T SEE ME STRUGGLING.

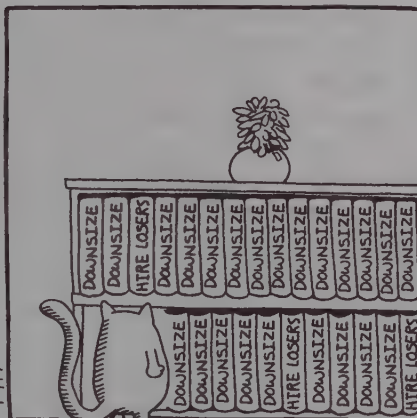


S. Adams

I MUST REFER TO MY HUMAN RESOURCES BINDERS TO SEE HOW TO DEAL WITH THIS.



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I NEED A BULLET POINT FOR YOUR MONTHLY ACCOMPLISHMENTS, WALLY.



S. Adams

PUT ME DOWN FOR, "LEVERAGED SYNERGY ACROSS ALL TECHNOLOGY PLATFORMS."



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THAT WAS YOUR ACCOMPLISHMENT LAST MONTH.



IT'S MORE OF A JOURNEY THAN A DESTINATION.





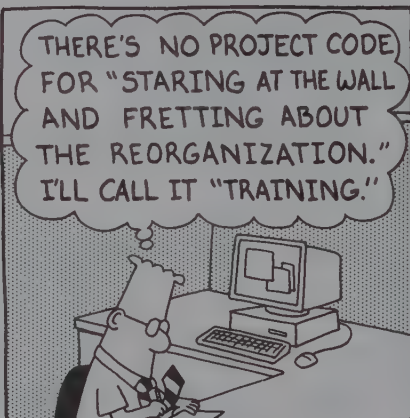
S. Adams



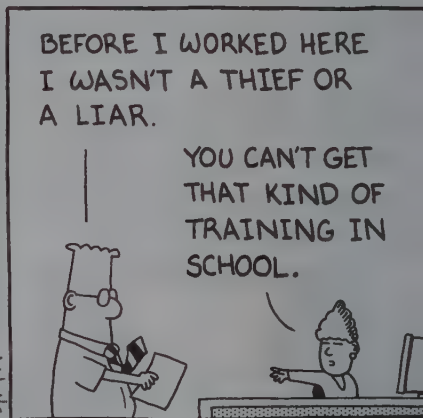
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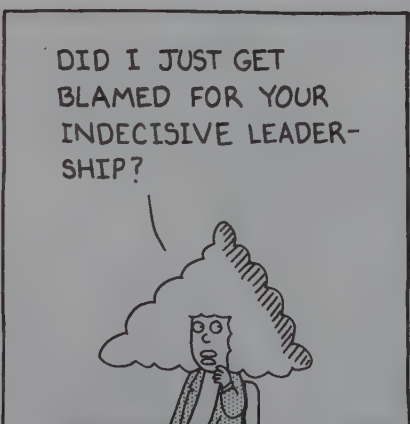
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S. Atkins

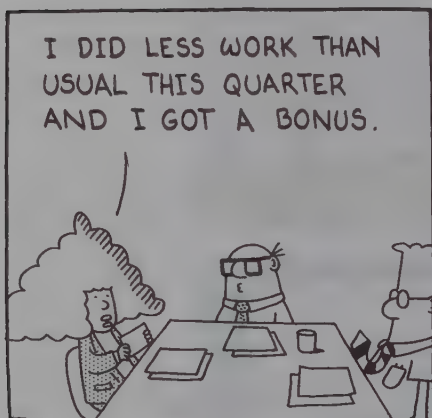


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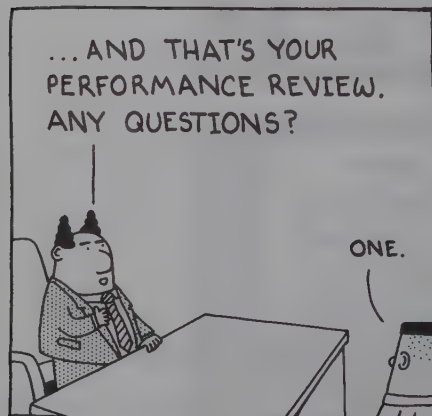




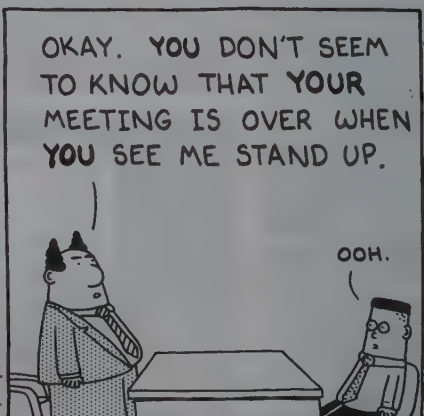
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7/22/97



I DIDN'T USE MY
BRAIN THIS WEEK.

I LISTENED TO THINGS
I ALREADY KNEW; I
WAITED FOR PEOPLE WHO
WERE LATE; I WAS
A PASSENGER IN MY
CAR POOL.

LET'S START
THE STAFF
MEETING.

YES!! KEEPING
THE STREAK
ALIVE!

I ASK FOR
SO LITTLE.

AND BOY DO
I GET IT.

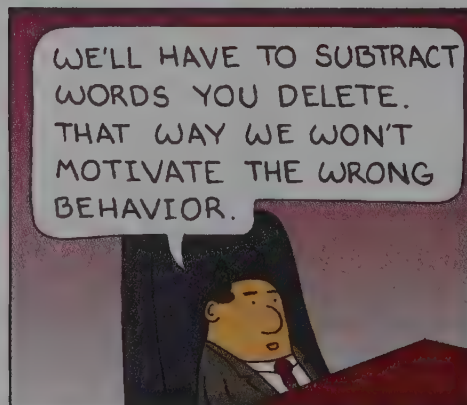
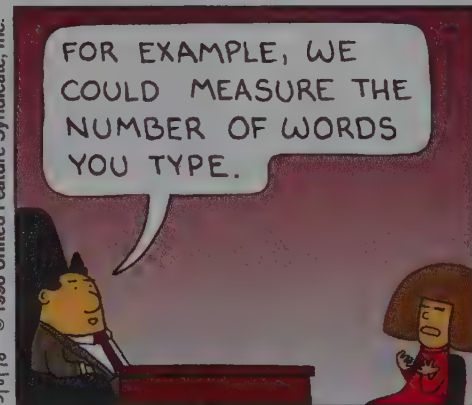
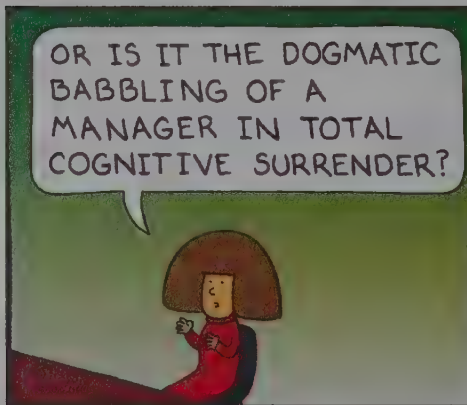
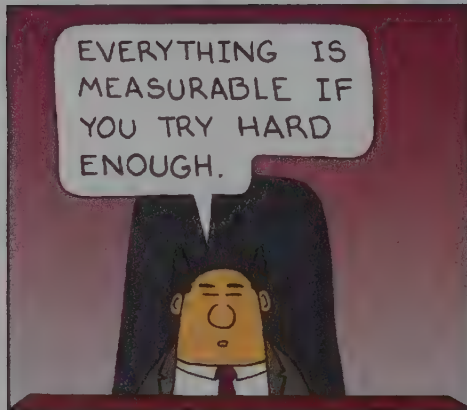
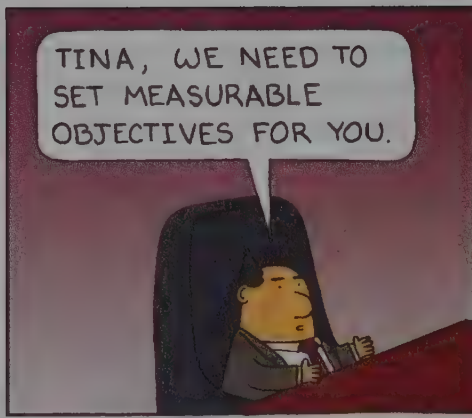
PERFORMANCE REVIEW

ALICE, I HAD TO DING
YOU FOR NOT KEEPING
ME INFORMED ABOUT
YOUR PROJECT.

MAY I TAKE A
PEEK AT YOUR
COMPUTER?

YOU HAVE
TWELVE
THOUSAND
UNREAD
MESSAGES.

WELL, IT'S
A LITTLE
LATE FOR
THAT NOW.

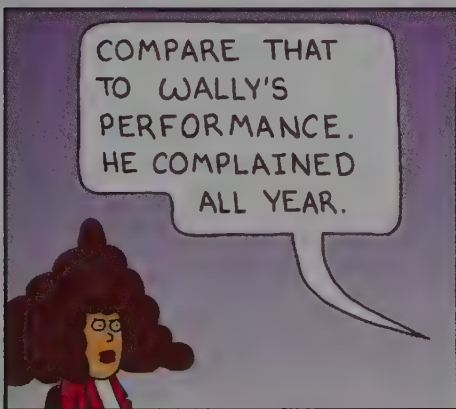


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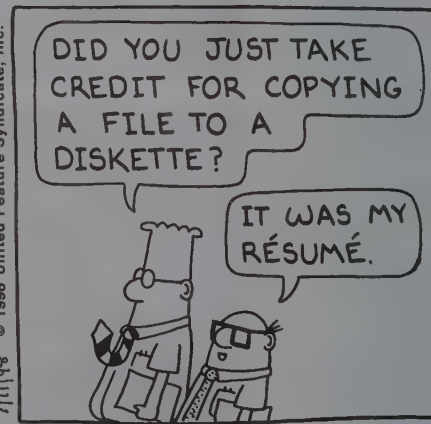
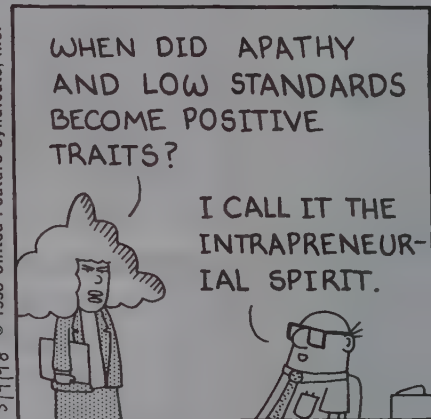
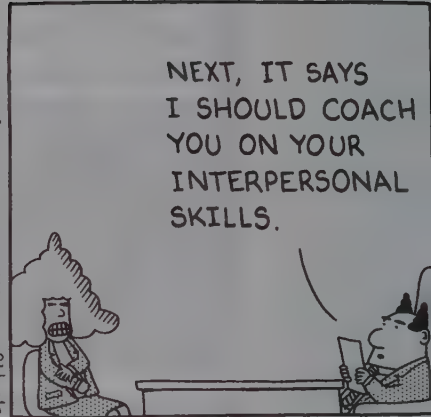
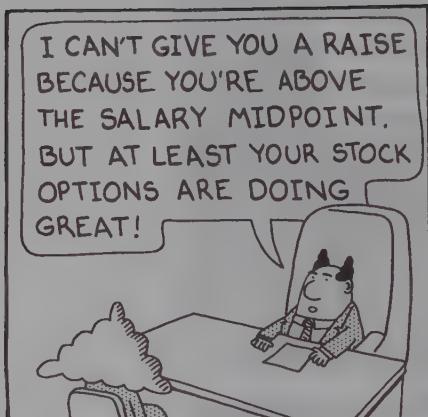


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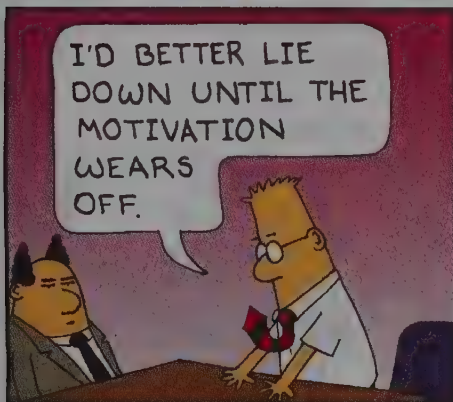
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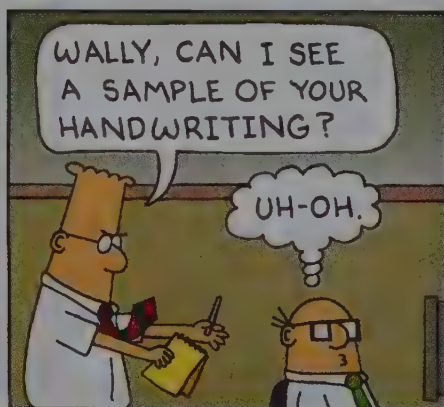
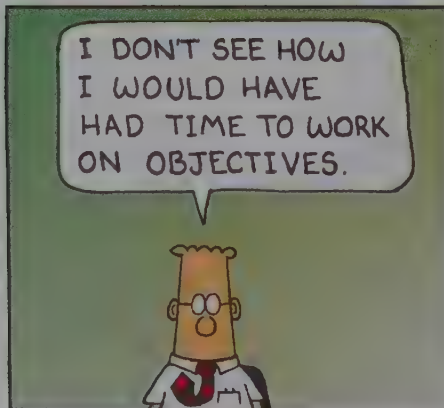
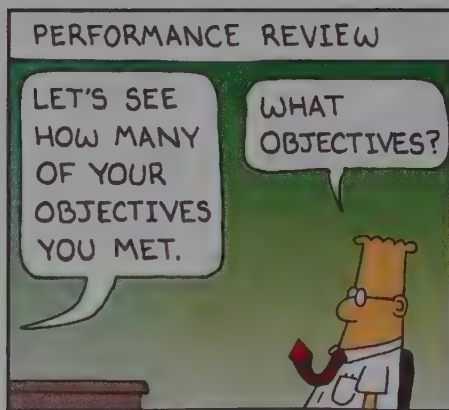


S. Adams

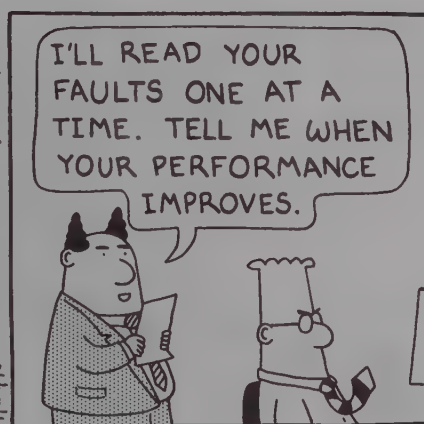
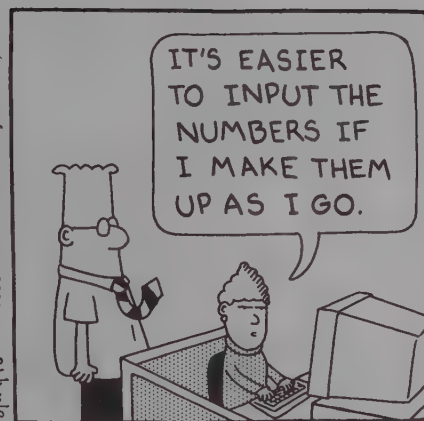


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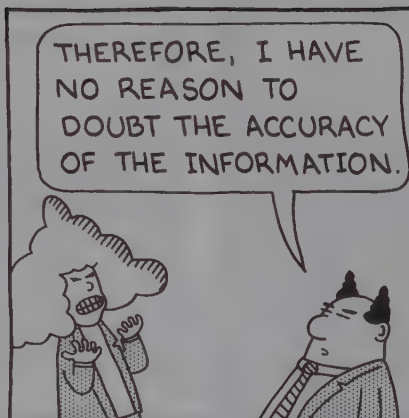
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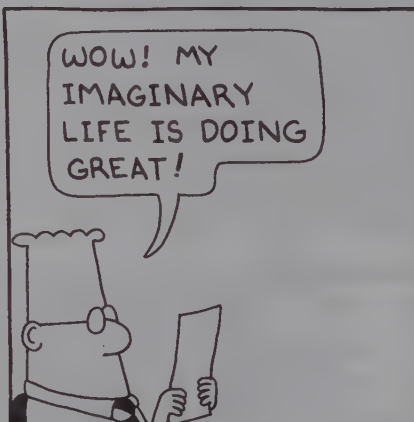
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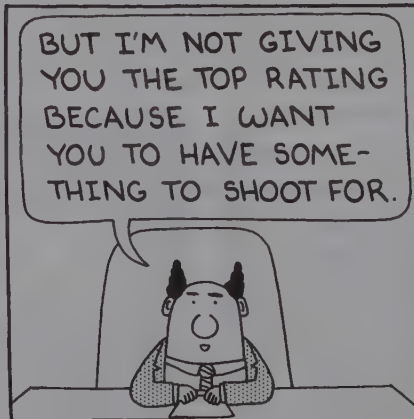
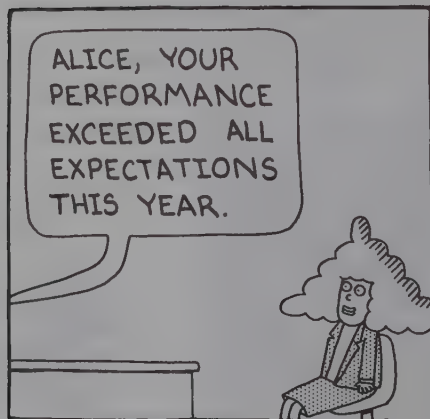
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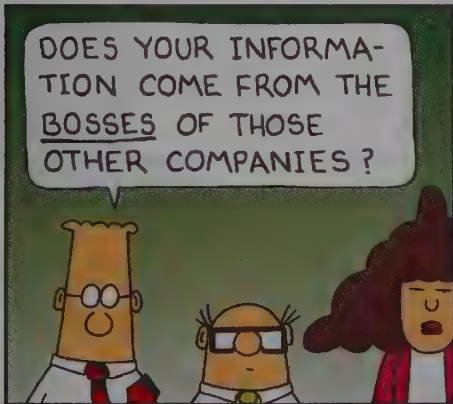


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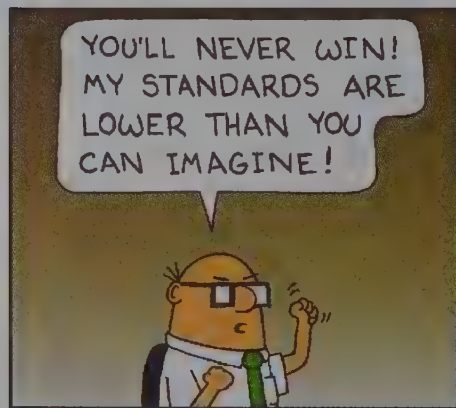
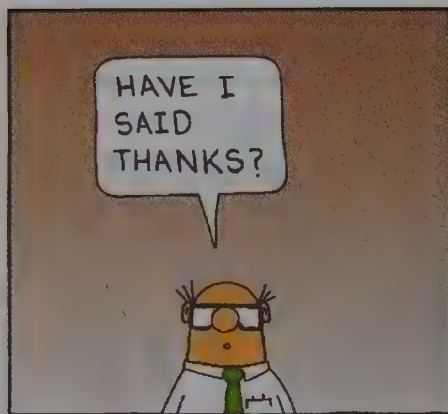
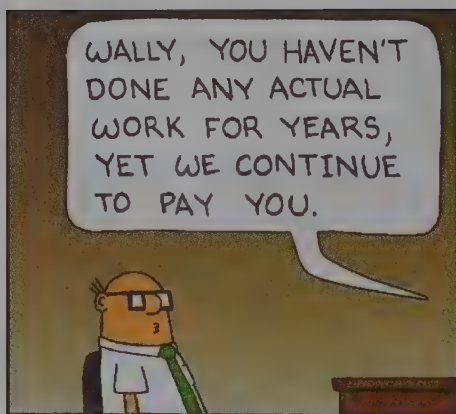


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I'VE FINISHED ALL
OF MY OBJECTIVES
FOR THE REST OF
THE YEAR.



WHAT HAPPENS
NOW? DO YOU
DOUBLE MY SALARY,
OR DO I TAKE
THE REST OF THE
YEAR OFF?



YOU WERE WRONG,
WALLY: THERE IS
HARM IN ASKING.

OOPS.



I FEAR I AM NOT
MEETING MY PERSONAL
GOAL OF SELF-
ACTUALIZATION.



I PUT ALL OF OUR
OUTDATED BINDERS
IN ALPHABETICAL
ORDER AS YOU
REQUESTED, YET I
FEEL UNFULFILLED.



I ASSUME THAT IN
PHASE TWO OF THIS
PROJECT I WILL
FIND MEANING.



NOW SHIP
THE BINDERS
TO THE
DUMP.

AAAGH! I'M HAVING
A RECOVERED MEMORY
OF RITUAL ABUSE!



YOU HAD YOUR
ANNUAL
PERFORMANCE
REVIEW THIS
MORNING.



DO THE
MEMORIES
EVER
FADE?

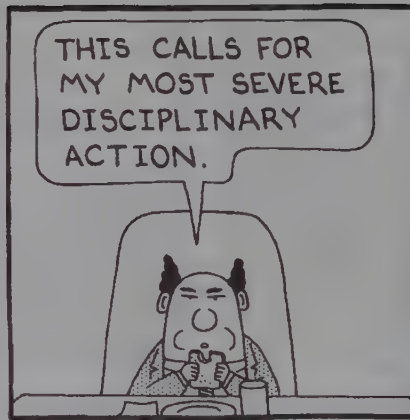
IT TAKES
ABOUT
TWELVE
MONTHS.



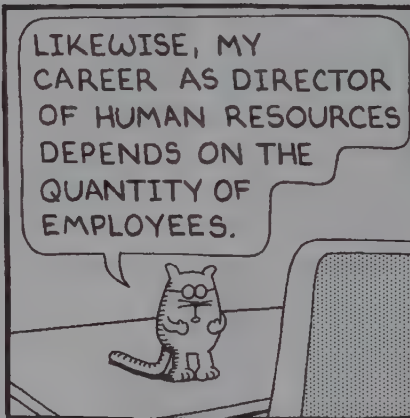
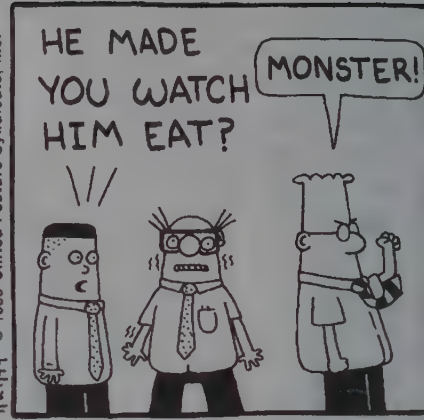
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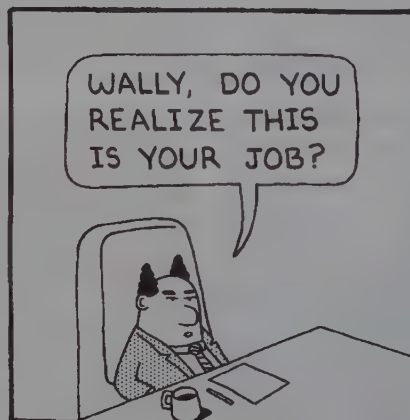
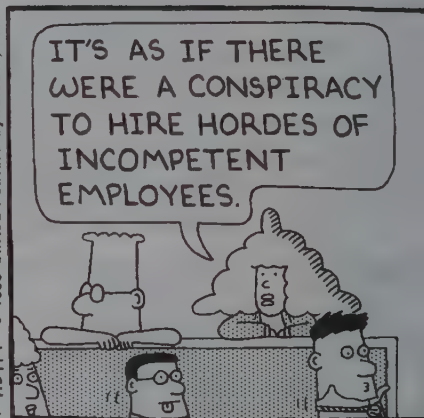
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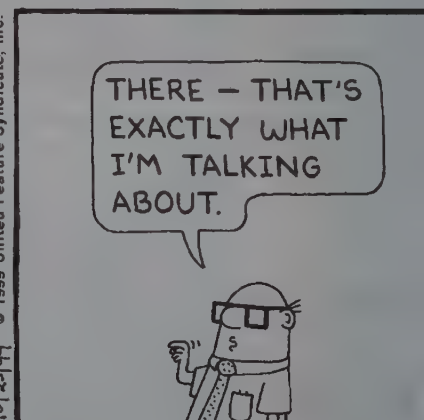
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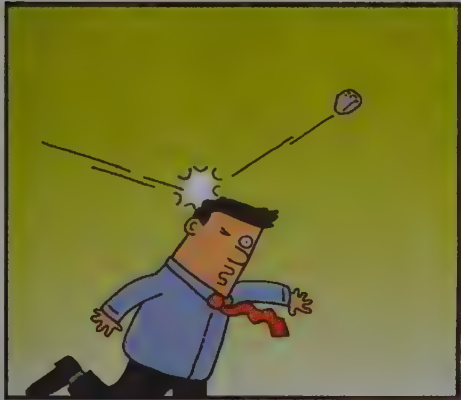


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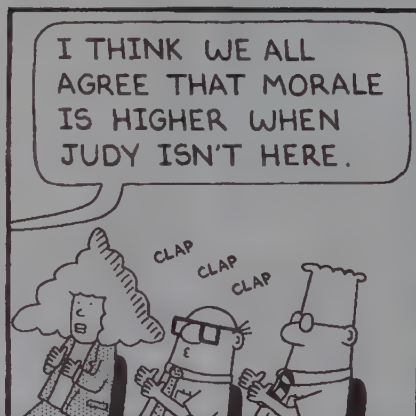


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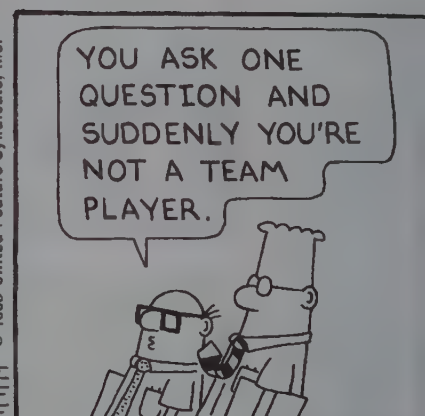
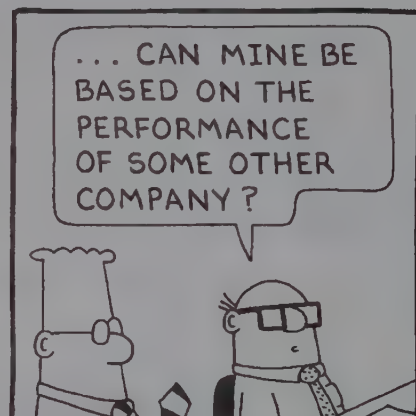
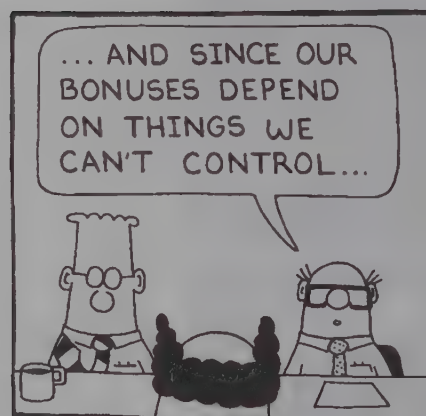




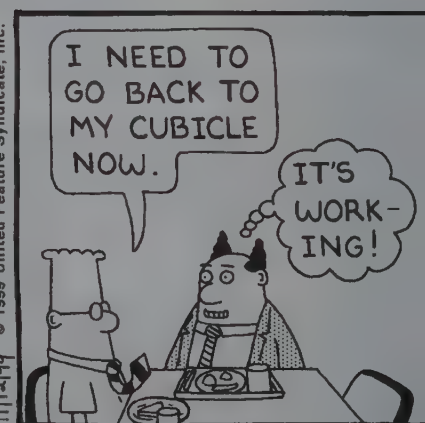
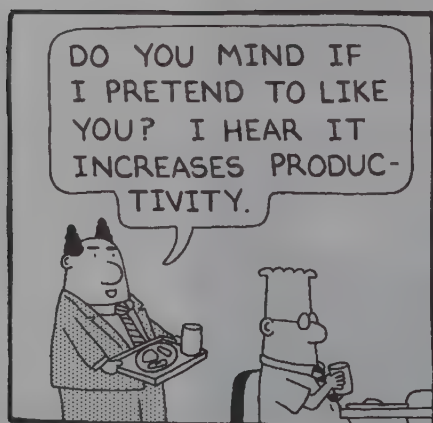
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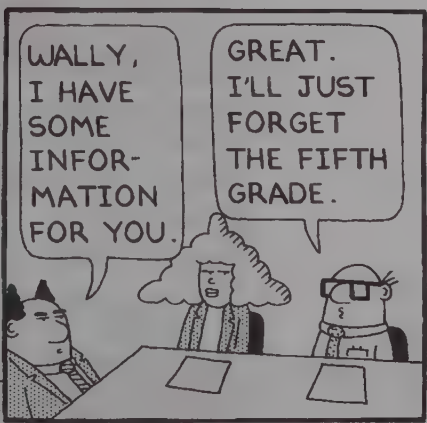
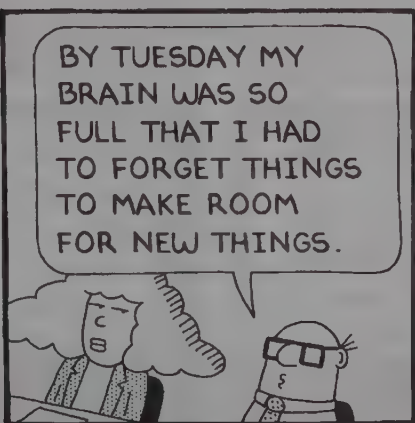
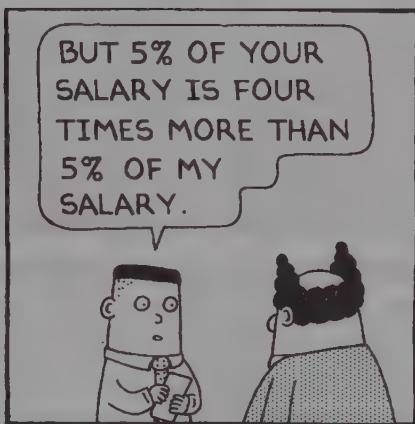
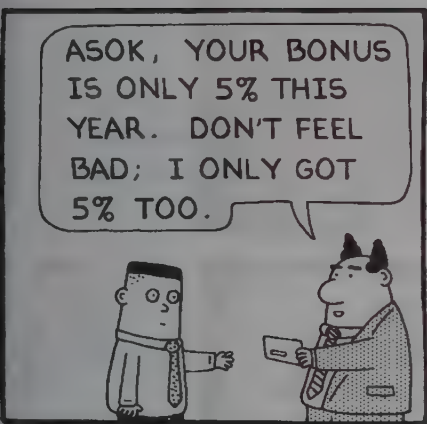
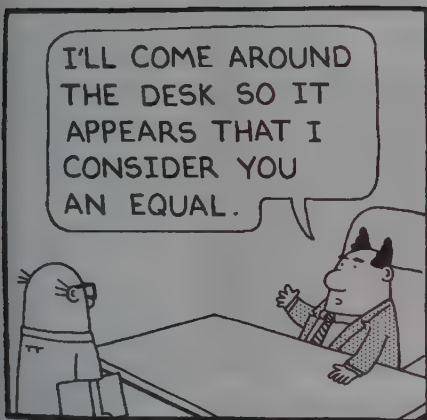
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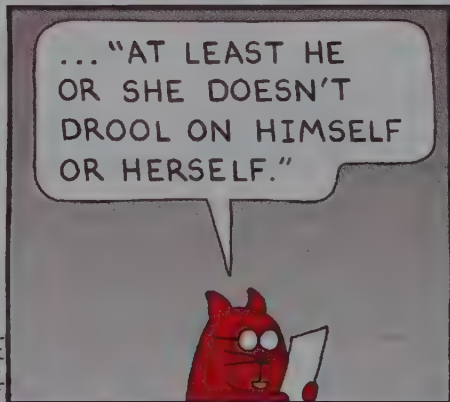
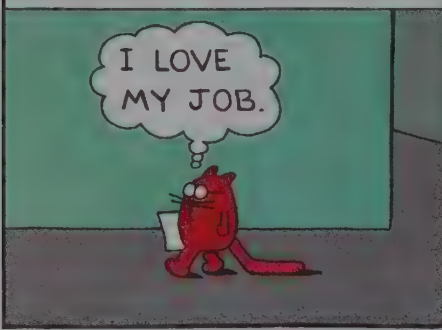
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CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES



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I'M STUCK IN AN ASSIGNMENT THAT HAS NO HOPE OF SUCCEEDING.

HA HA
HA HA
HA

CAN I HAVE THE FIRST BITE OF OUR SANDWICH?

WOW! YOU'VE DEVELOPED EIGHT PATENTABLE IDEAS, ASOK.

WE'LL HAVE TO BURY THEM OR ELSE IT WILL LOOK LIKE WE HAVE TOO MUCH FREE TIME.

THEN I SAID, "LITERALLY?" AND THEN HE SAID...

CAN YOU TURN YOUR ONE-PAGE REPORT INTO A TWO-PAGE EXECUTIVE SUMMARY?

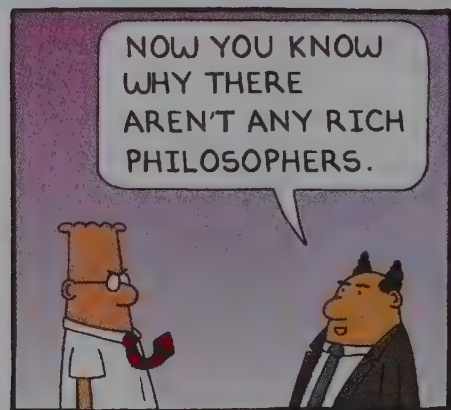
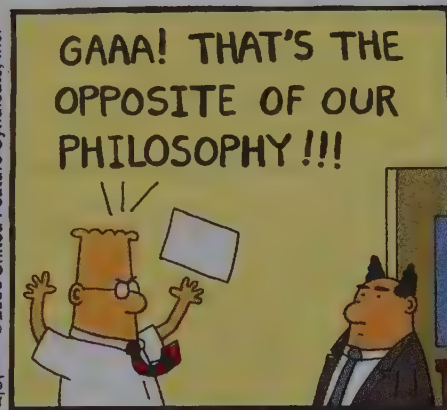
I WAS PLANNING TO SPEND THE DAY SNAPPING MYSELF WITH THE ELASTIC BAND ON MY UNDERWEAR.

BUT YOUR IDEA IS GOOD, TOO.

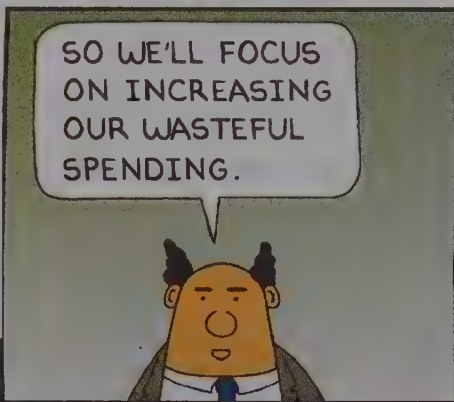
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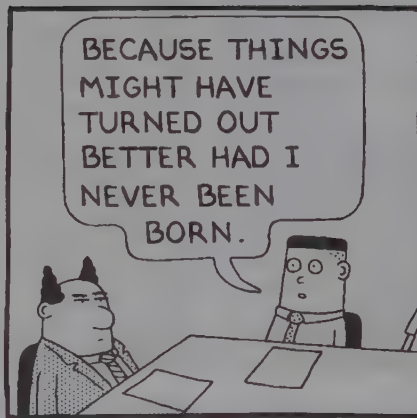
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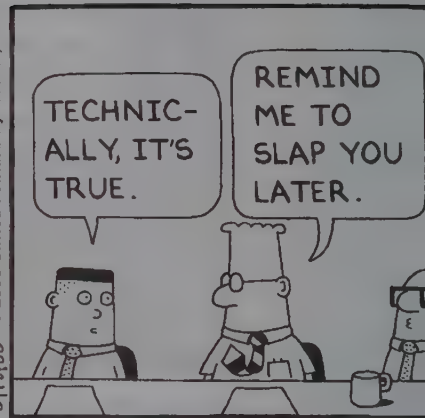
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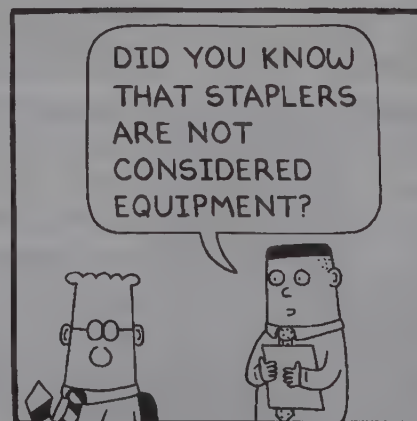
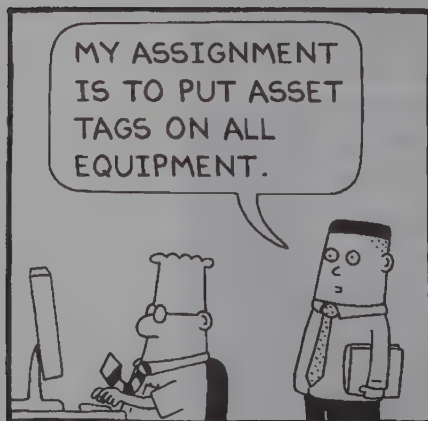
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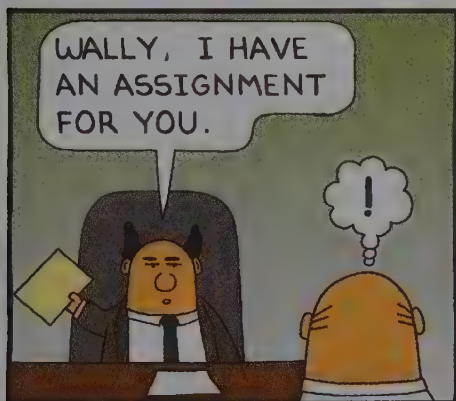
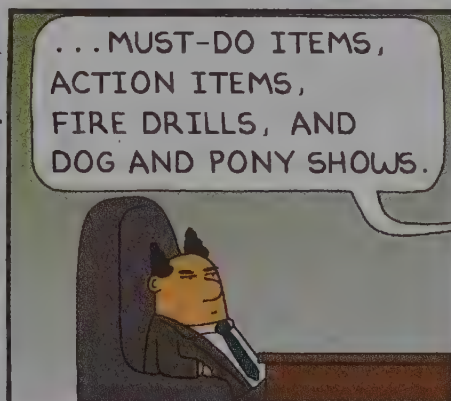
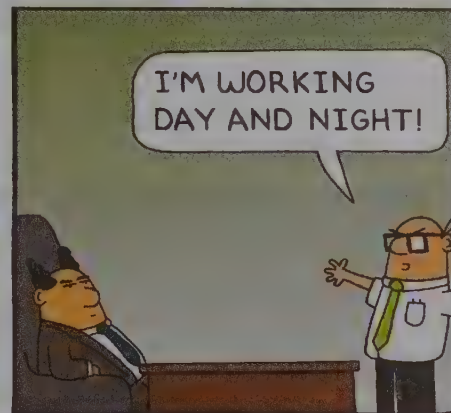
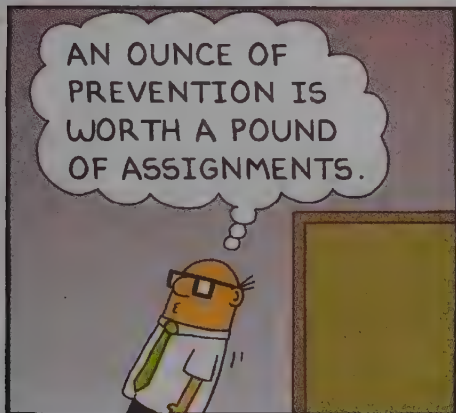
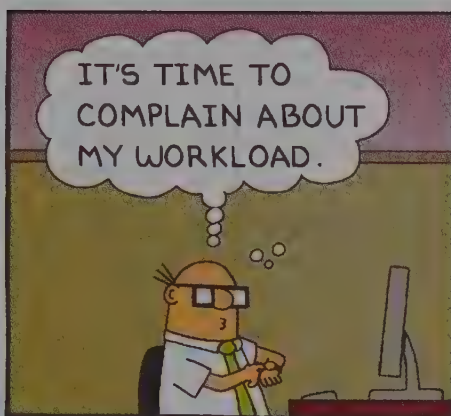


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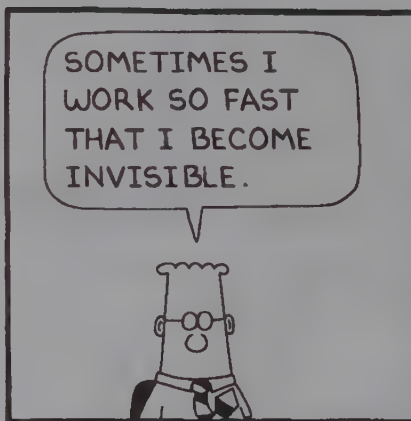
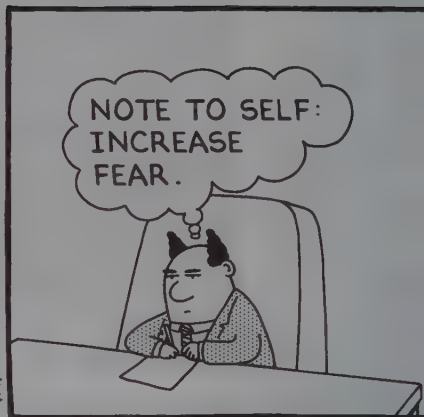




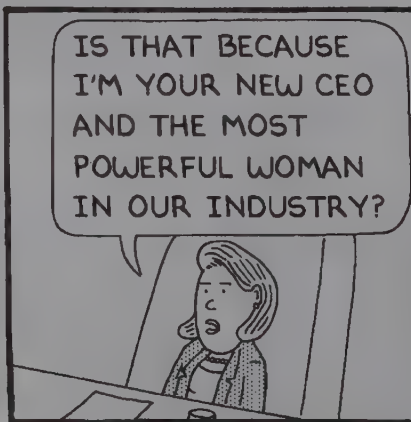
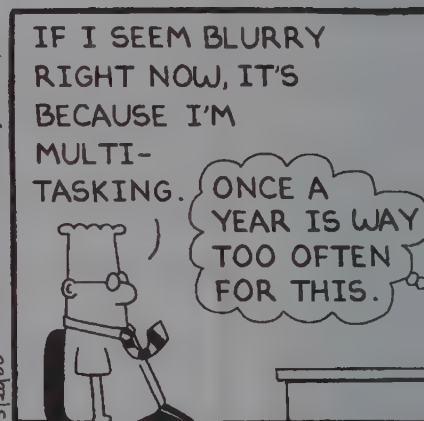
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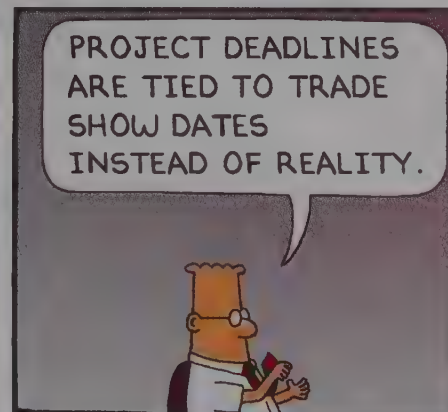
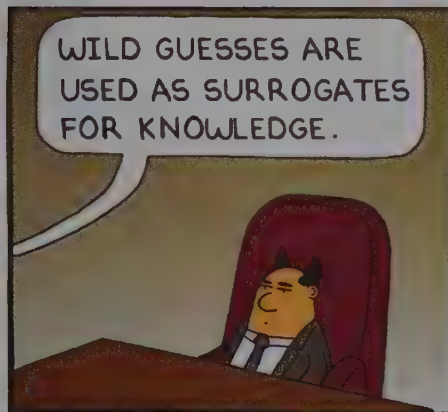
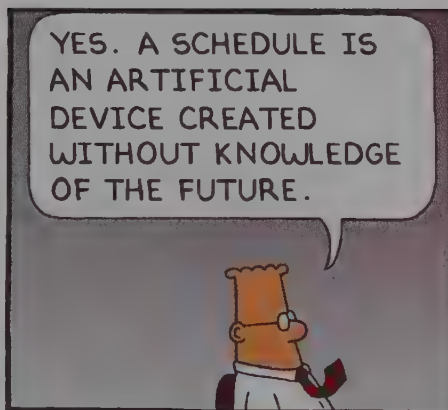
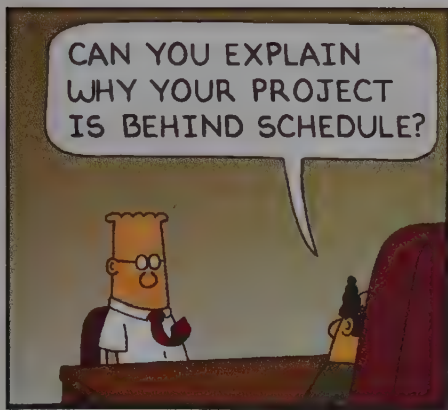


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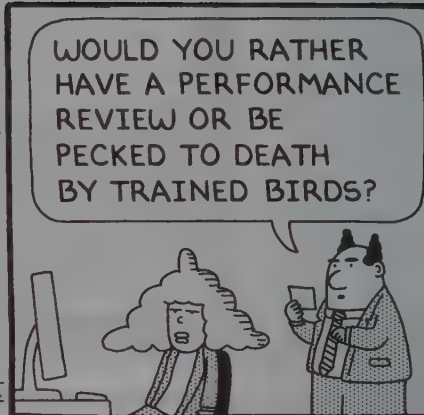




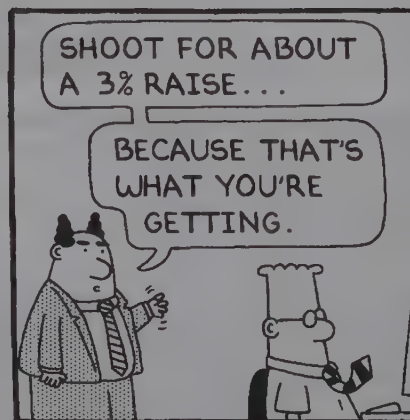
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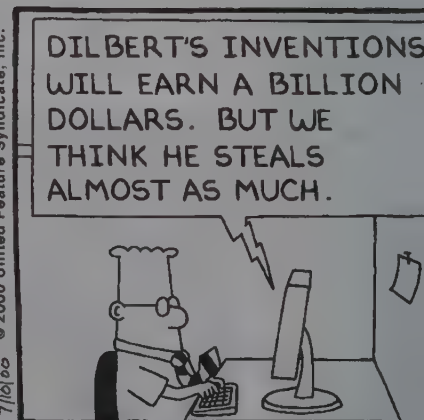
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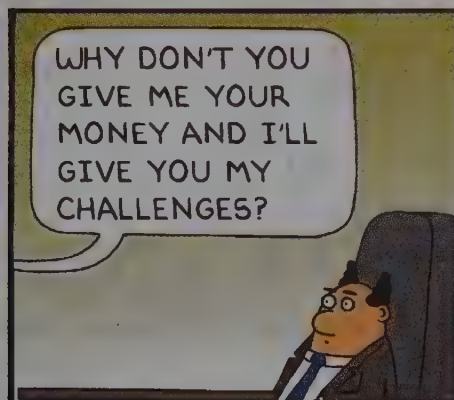
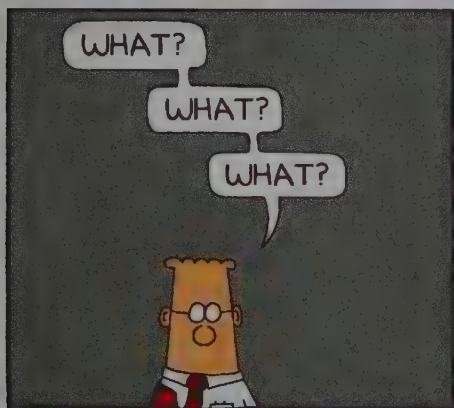
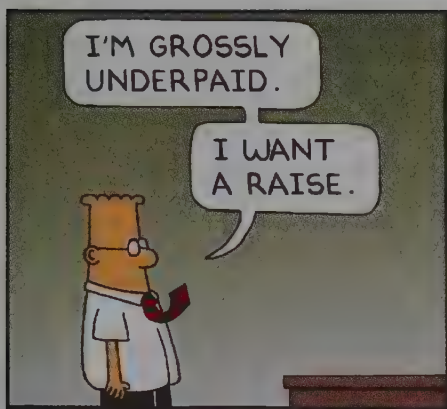


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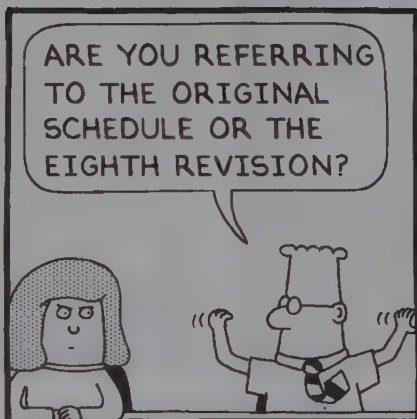
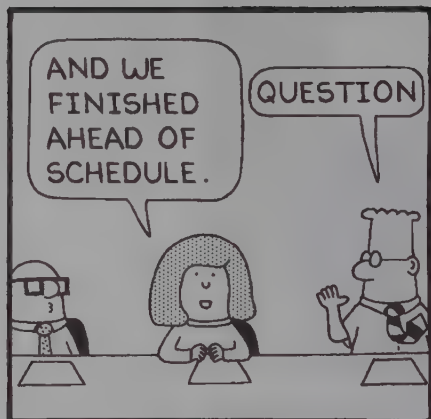


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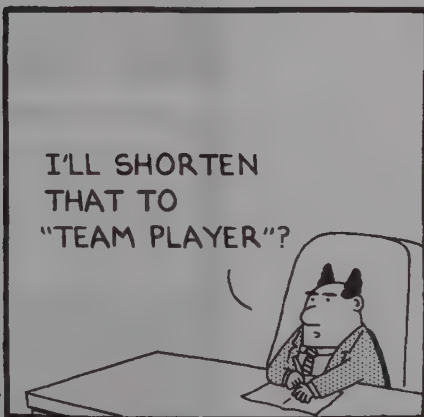
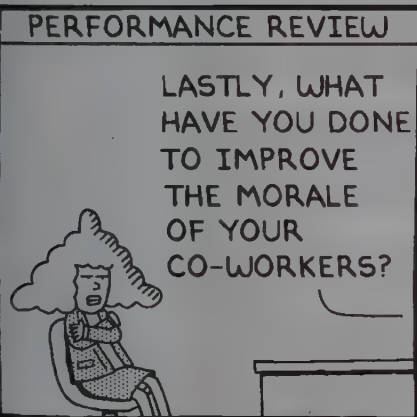
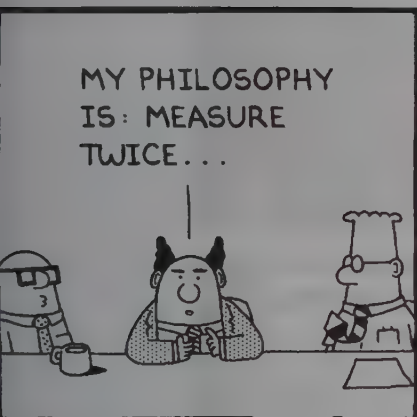
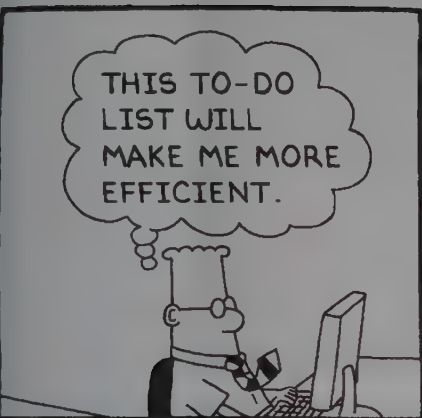


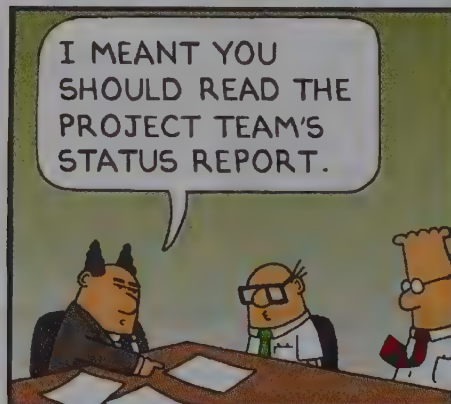
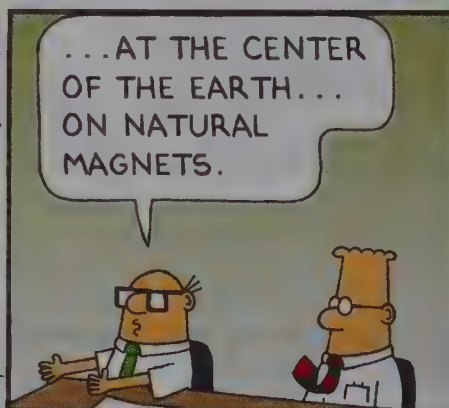
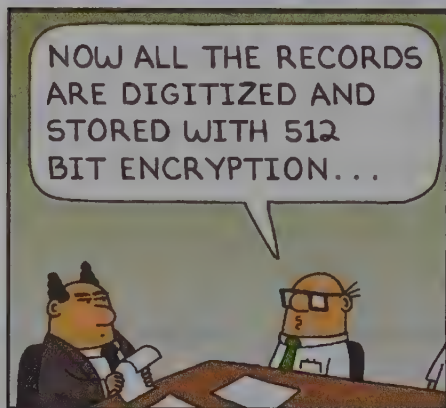
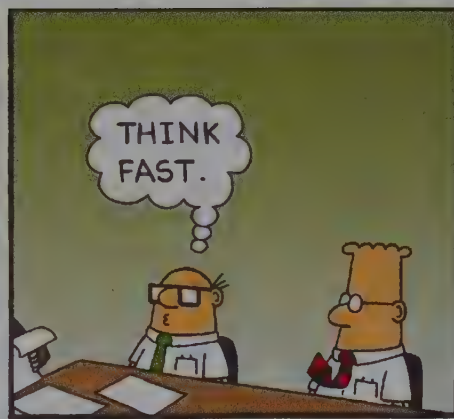
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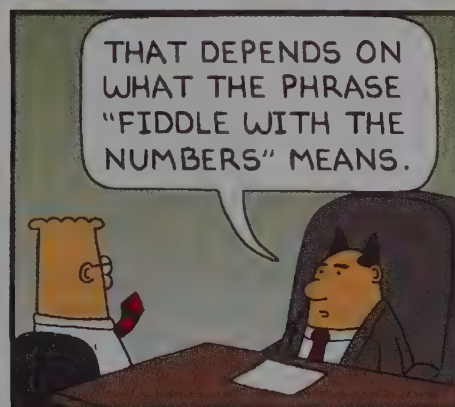
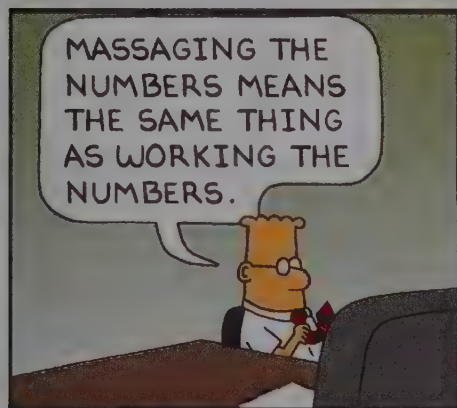
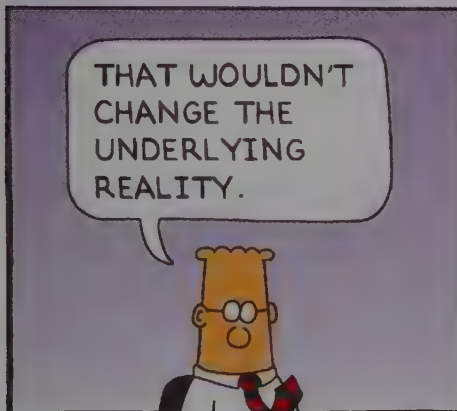
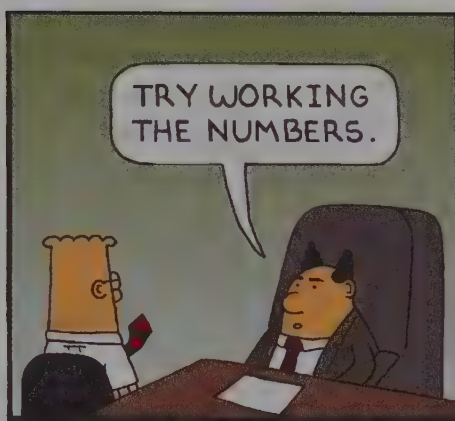
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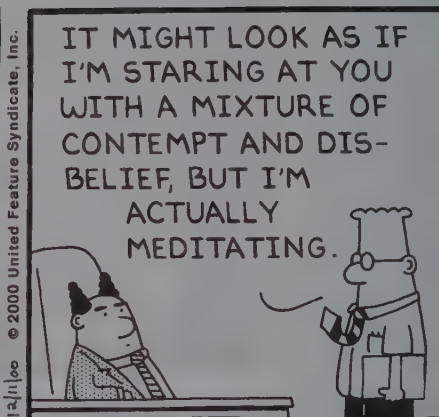
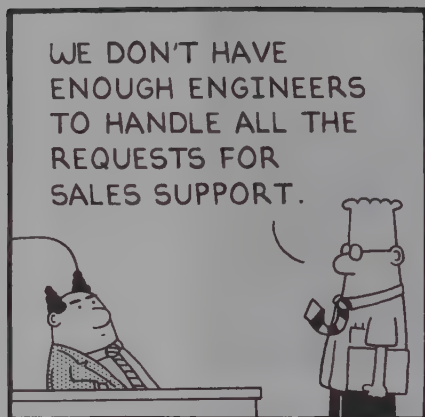




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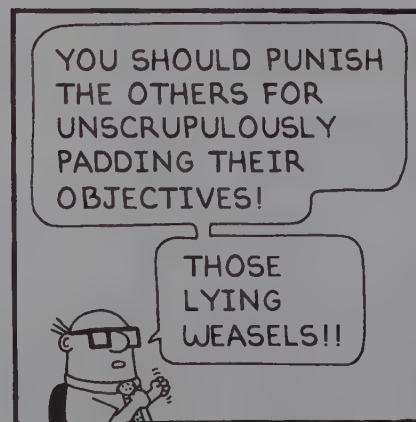
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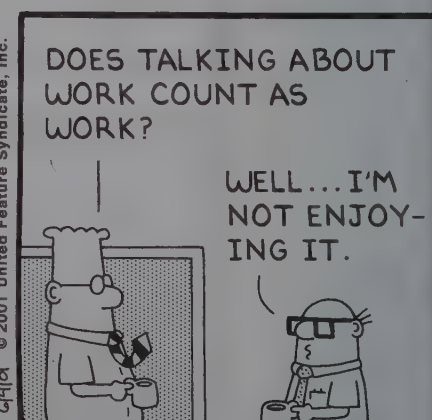
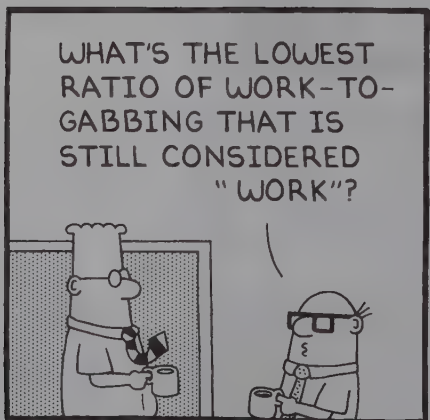
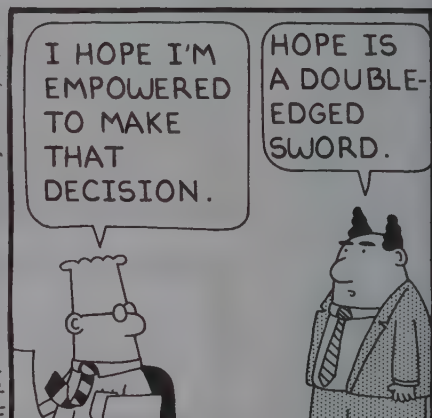
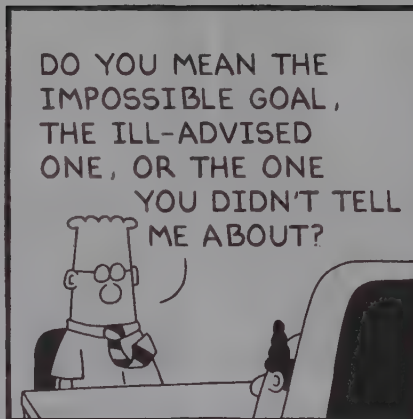
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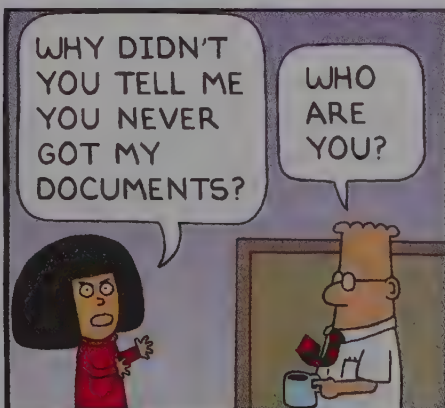
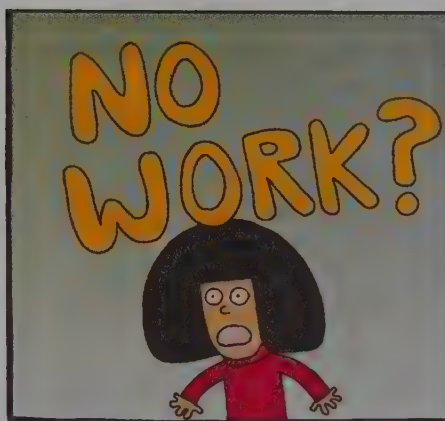
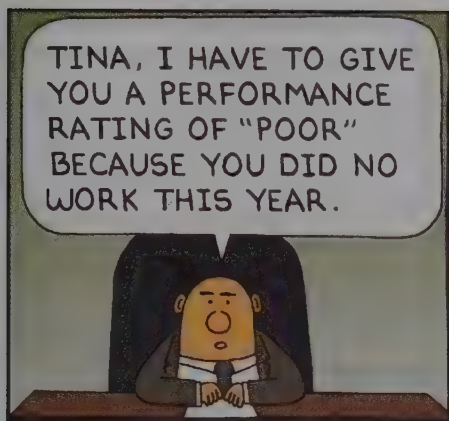
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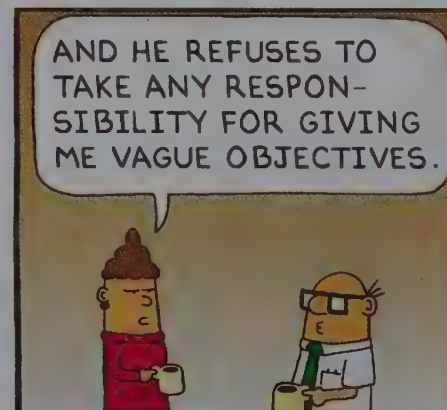
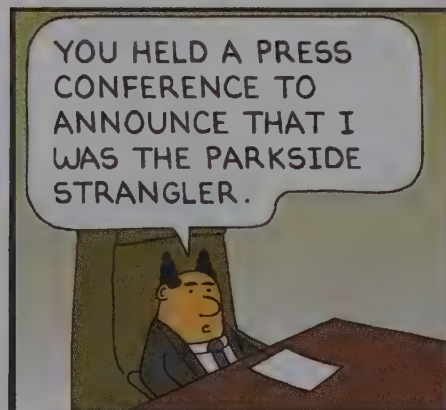
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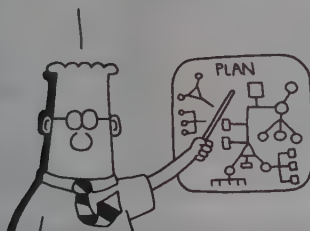


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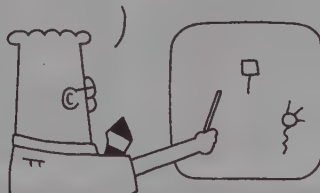


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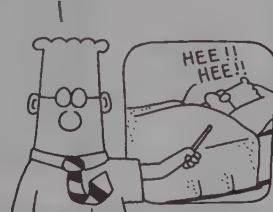
I DESIGNED A
PRODUCT THAT COULD
FILL A GAPING HOLE
IN THE MARKET.



BUT THANKS TO THE
MIRACLE OF TEAM-
WORK IT TURNED
INTO A PRODUCT WITH
NO ACTUAL FEATURES.



IN PHASE THREE I
FANTASIZED ABOUT
MY CO-WORKERS
BEING EATEN BY
SQUIRRELS.



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THE COMPANY DID
WELL SO YOU GET A
BONUS DESPITE THE
FACT YOU DID NO
WORK ALL YEAR.



I'D FIRE YOU BUT
I CAN'T REPLACE
YOU BECAUSE THERE'S
A HIRING FREEZE AND
I DON'T WANT TO
SHRINK MY
EMPIRE.



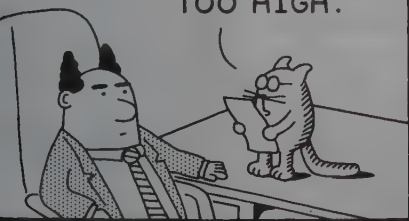
THIS MIGHT BE A
HAND-SHAKING
SITUATION BUT I
DON'T KNOW WHERE
YOUR HAND HAS BEEN.



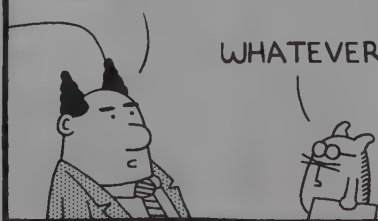
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CATBERT: EVIL H.R. DIRECTOR

THE AVERAGE PERFOR-
MANCE EVALUATION
FOR YOUR GROUP IS
TOO HIGH.

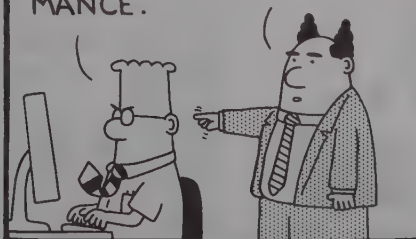


DO YOU WANT ME TO
LOWER THEIR
RATINGS OR THEIR
ACTUAL PERFOR-
MANCE?

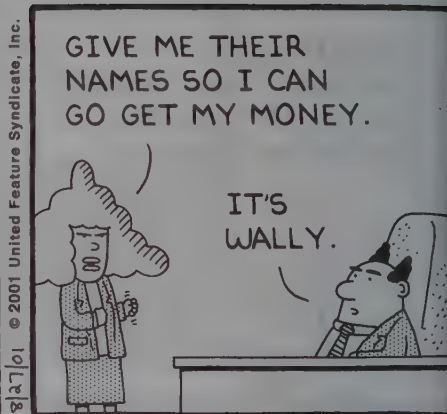
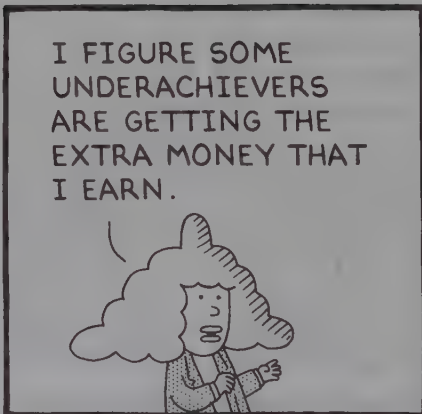


THIS IS
STARTING
TO AFFECT
MY PERFOR-
MANCE.

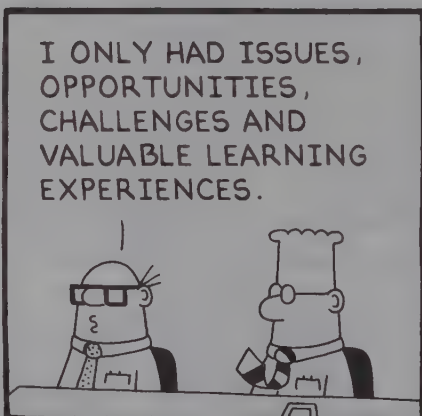
WHY?
I'M NOT
TOUCHING
YOU.



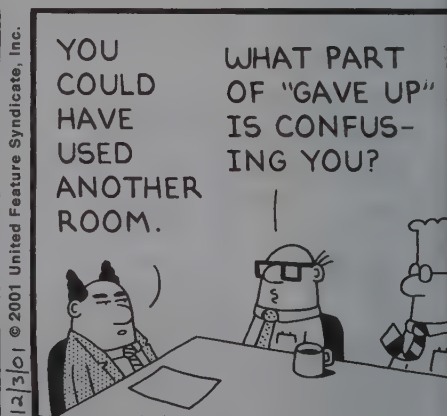
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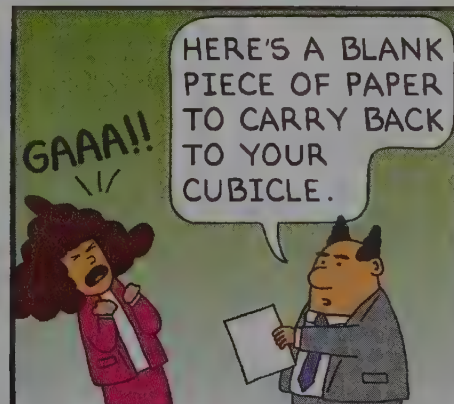
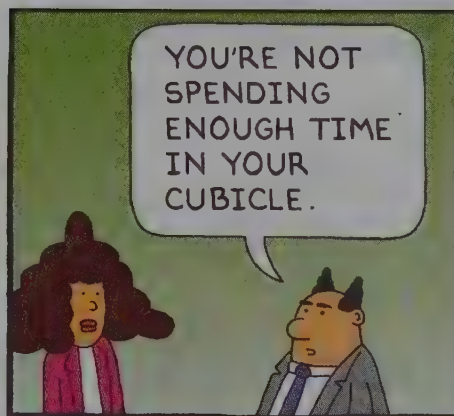
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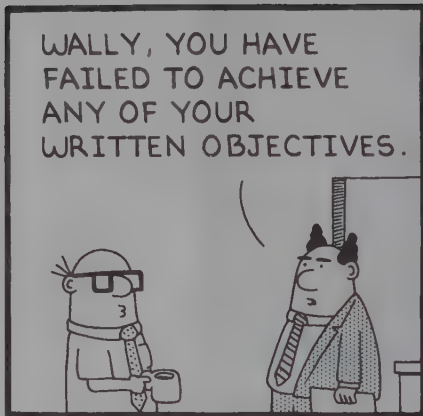
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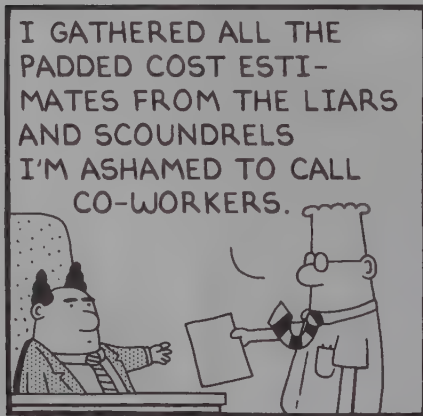
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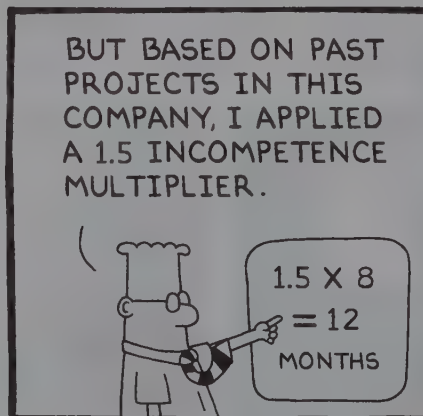
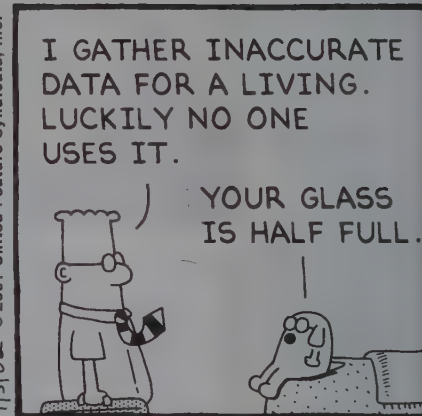
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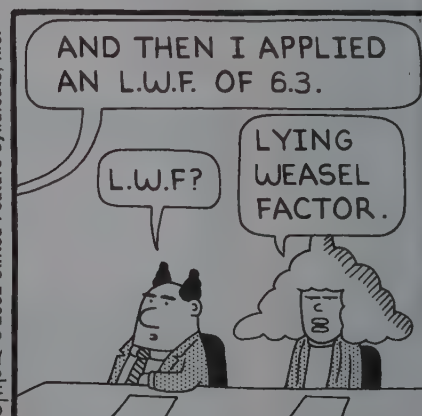
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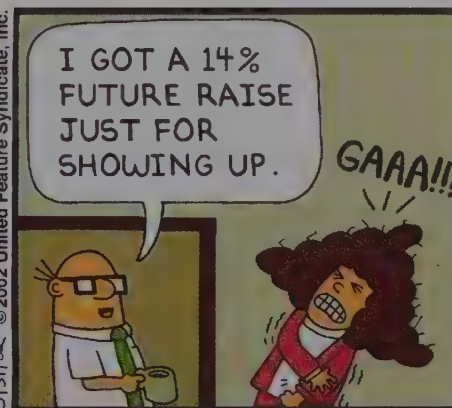
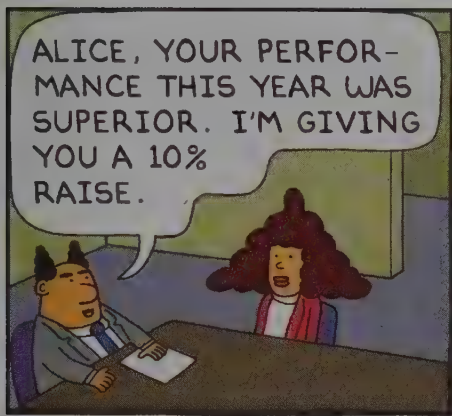


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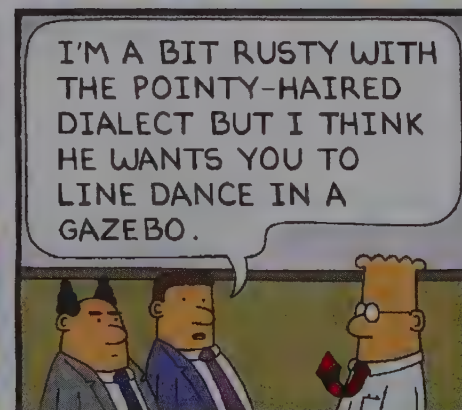
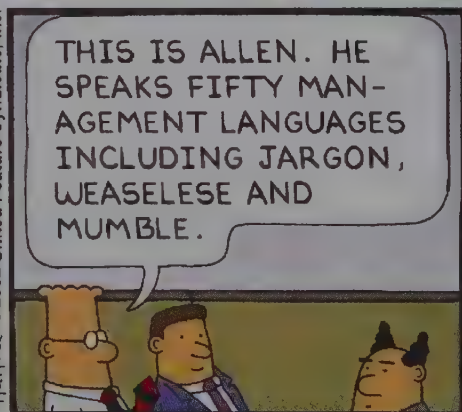
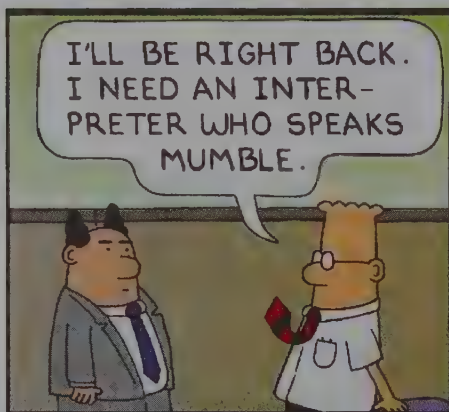
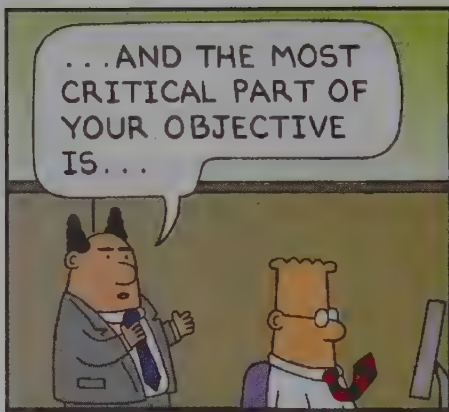


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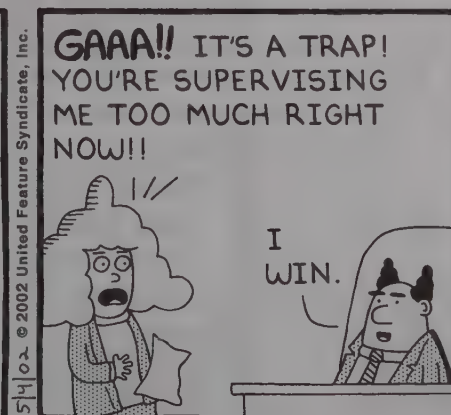
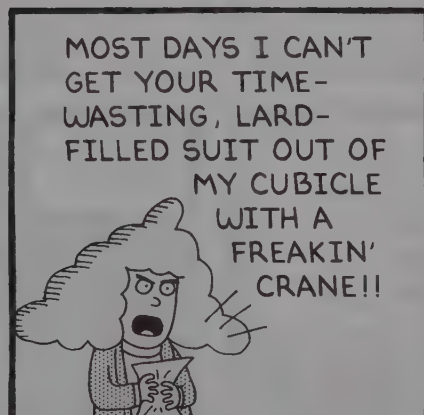
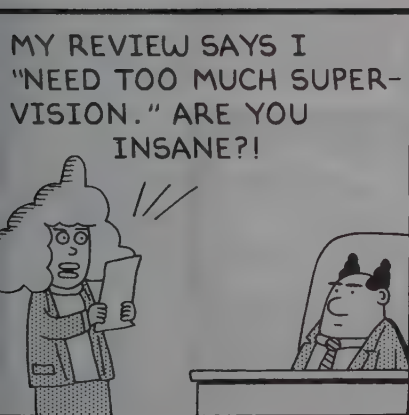
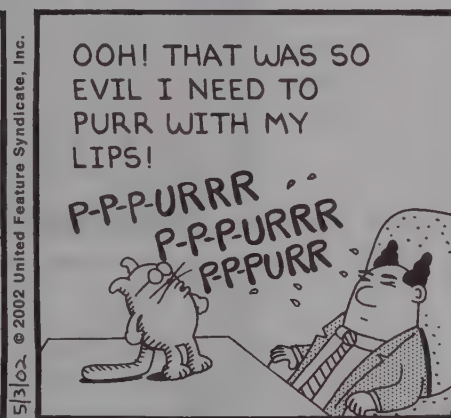
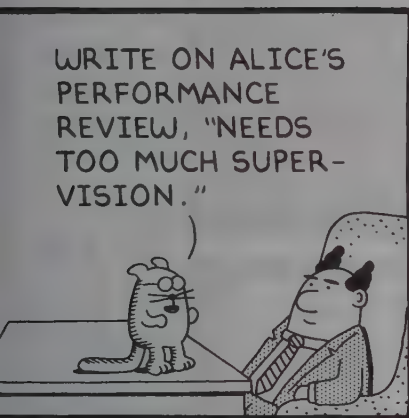
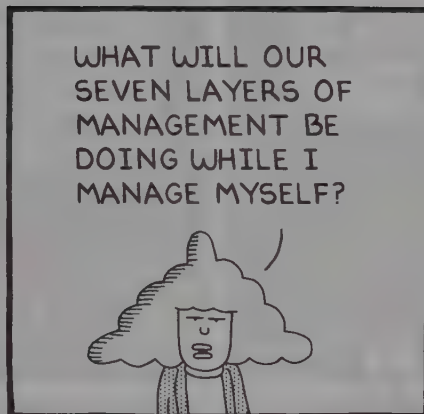
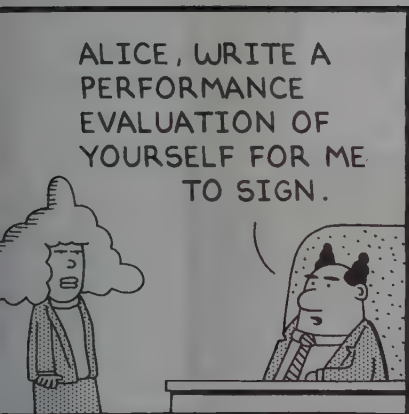




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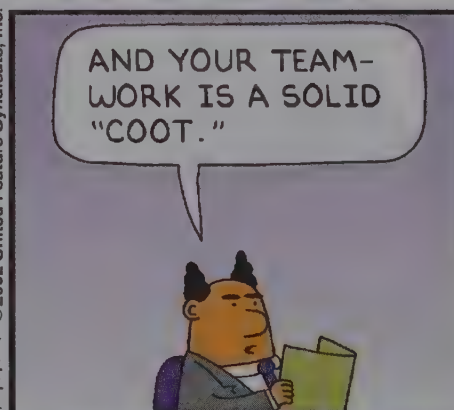
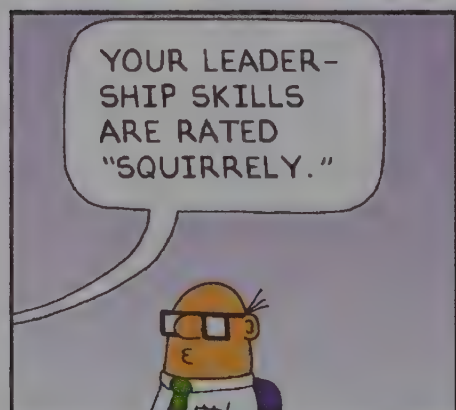
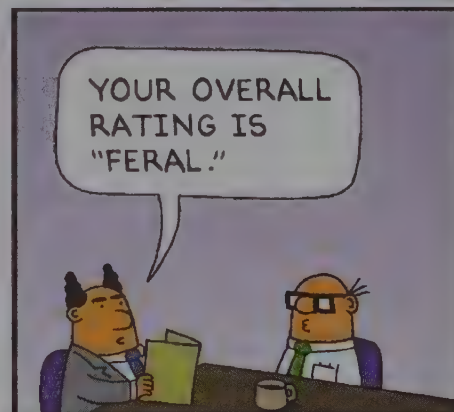
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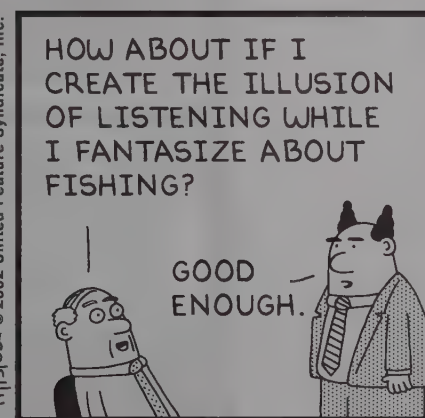
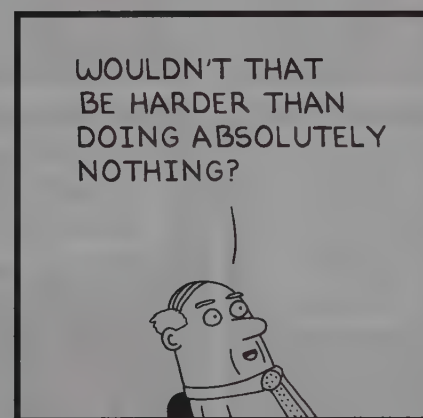
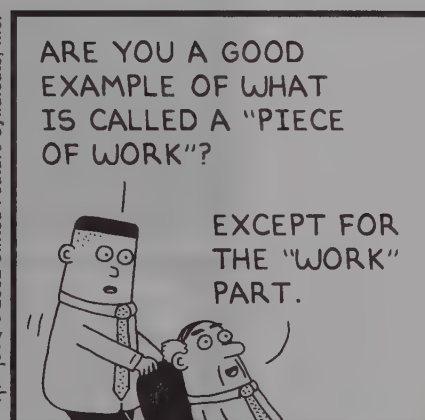
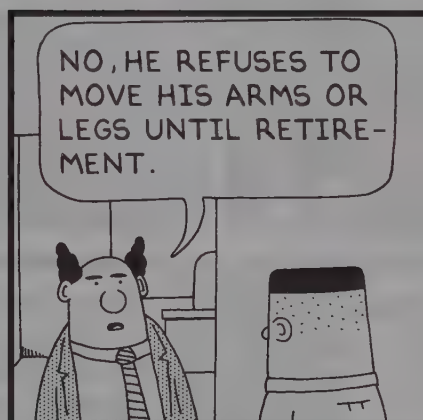
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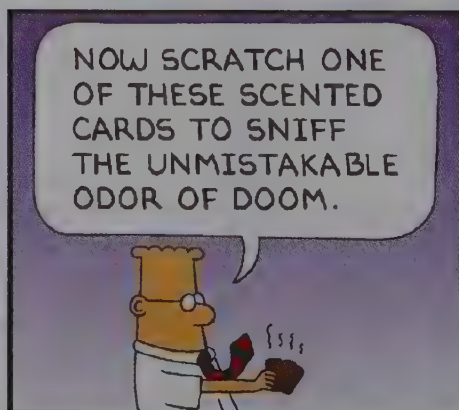
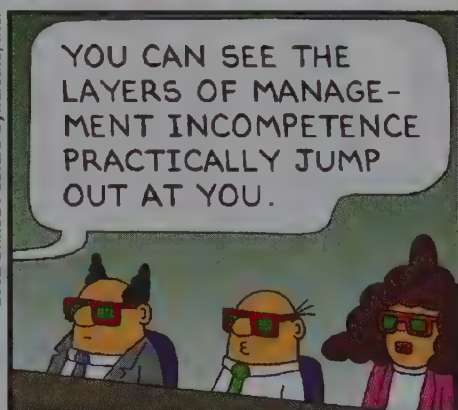
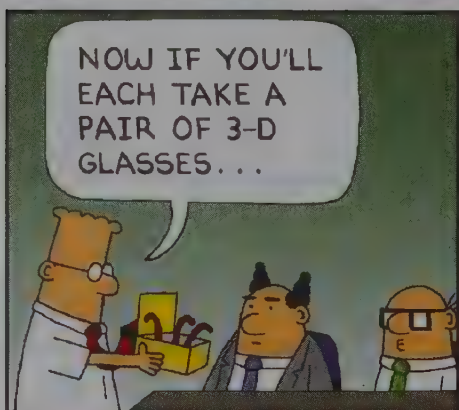
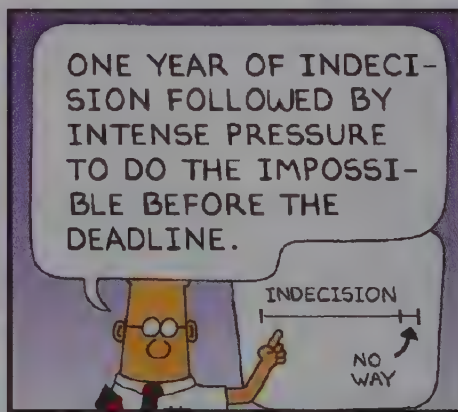
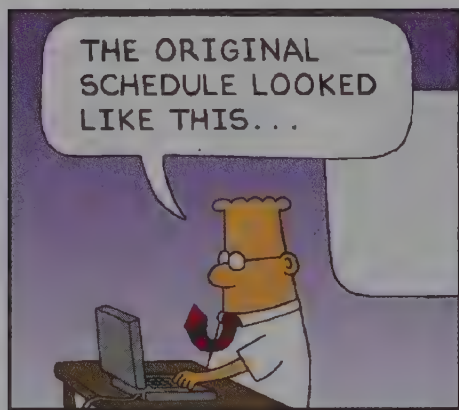
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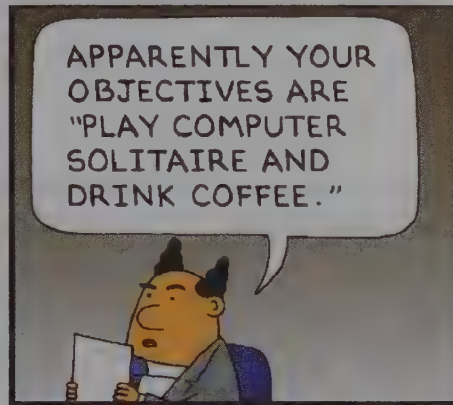
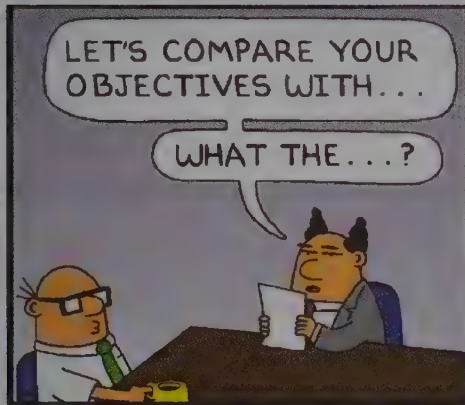
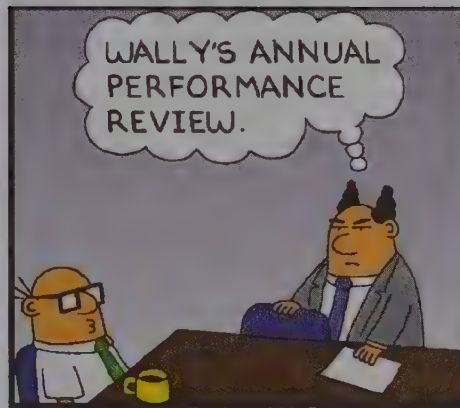
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PERFORMANCE REVIEW

YOU DID TWO JOBS
FOR A YEAR AND
DID THEM WELL.



I HAVE NO BUDGET
FOR RAISES, SO ALL
I CAN OFFER IS AN
ATTABOY.

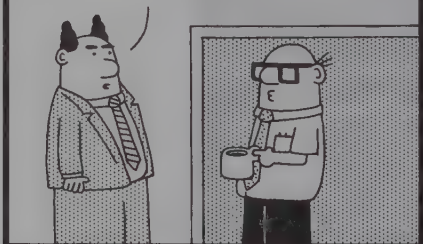


THE PROBLEM IS:
I DON'T WANT TO
CHEAPEN THE WHOLE
ATTABOY SYSTEM.



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I NEED YOUR SELF-
EVALUATION SO I
CAN WRITE YOUR
PERFORMANCE REVIEW.



REMEMBER TO RATE
YOURSELF ON OUR
CORE VALUES OF
HONESTY AND
INTEGRITY.

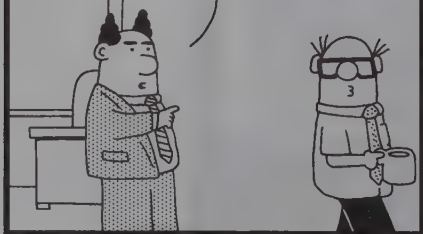


WALLY CLAIMS HE
DID NO WORK THIS
YEAR. BUT HE'S
DISHONEST, SO YOU
CAN'T BE SURE.



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WALLY,
WOULD
YOU...



OH...NEVER MIND.
I SEE THAT YOU'RE
RADIATING AN
AURA OF EXTREME
INCOMPETENCE.

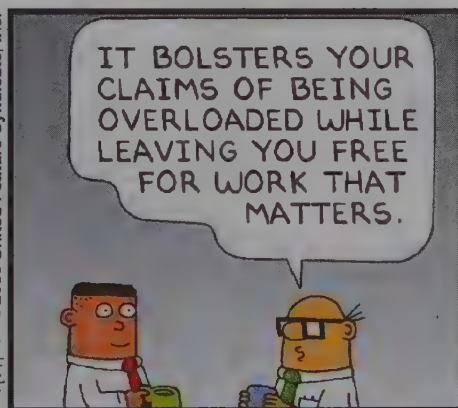
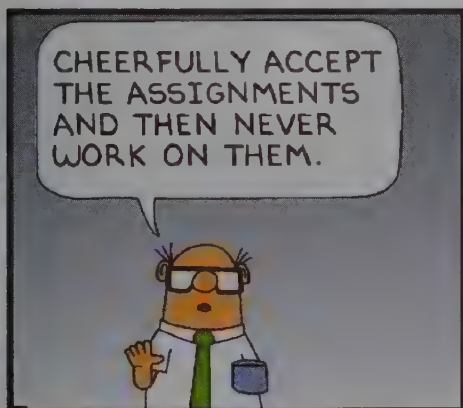
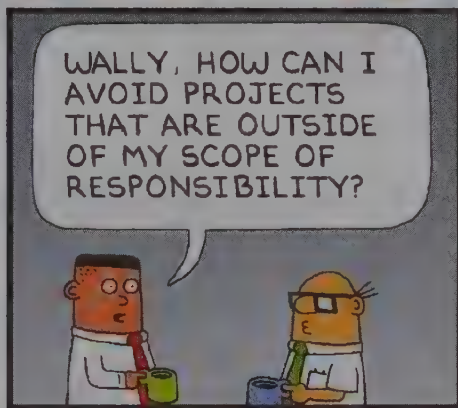


YOU FORGOT TO
TURN OFF YOUR
AURA.

IT TAKES
A MINUTE
TO COOL
DOWN.

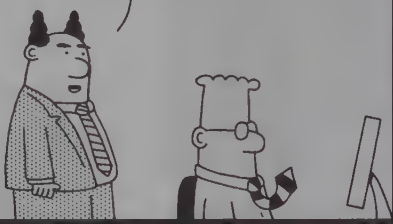


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I'M PUTTING YOU
IN CHARGE OF
BUILDING OUR NEW
TECHNOLOGY LAB.



PICK THE CONTRACTOR
WITH THE LOWEST BID.
I DON'T FORESEE ANY
PROBLEMS WITH THAT
STRATEGY.



SO, YOUR BID SAYS
YOU'LL DO THE JOB
FOR "...A CHANCE
TO GNAW ON WOOD."



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YOUR CONSTRUCTION
BID IS THE LOWEST,
SO I HAVE TO AWARD
YOU THE JOB.



WHEN CAN YOUR TEAM
OF HIGHLY SKILLED
CRAFTSMEN BEGIN?

I'LL CALL
YOU.

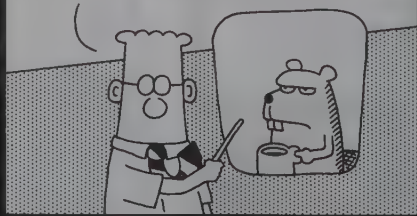


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DAY ONE: MY EX-
WIFE SET MY TRUCK
ON FIRE.



THE PROJECT IS
BEHIND SCHEDULE
BECAUSE OUR
CONTRACTOR IS A
LAZY BEAVER.



FOR A WHILE HE
WAS MAKING UP
EXCUSES. NOW, HE
DOESN'T RETURN
CALLS.

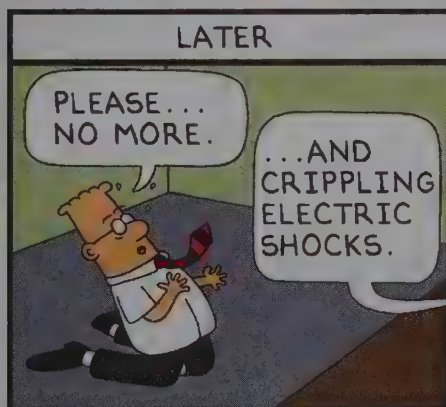
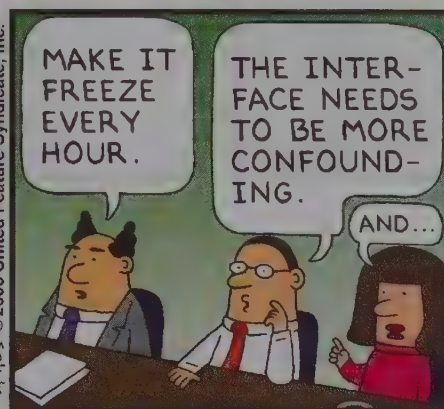
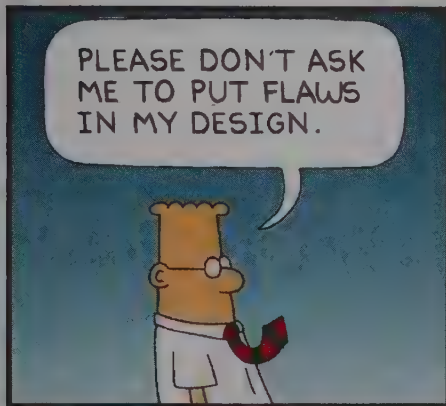
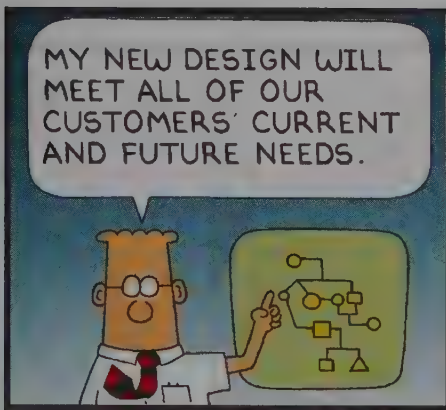
WHAT'S
YOUR PLAN?



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I HOPE TO GET HIM
BACK TO MAKING UP
EXCUSES BY PROMIS-
ING HIM MORE JOBS
IN THE FUTURE.





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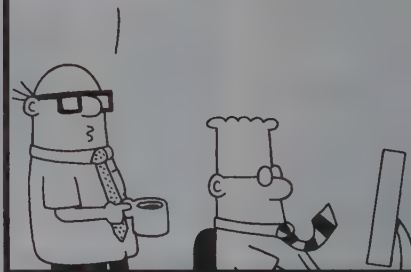
I HAVE AN ASSIGNMENT FOR YOU THAT HAS NO VALUE WHATSOEVER TO THE COMPANY.



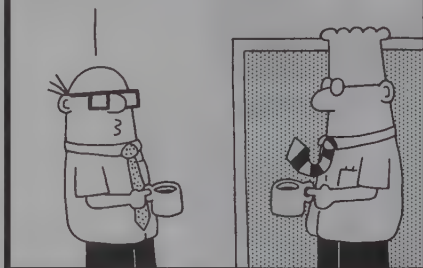
FOR REASONS OF COMPANY POLITICS, I NEED TO PRETEND I'M DOING SOMETHING IN THAT AREA.



SO, YOU'RE DOING ACTUAL WORK. WHAT'S THAT ALL ABOUT?



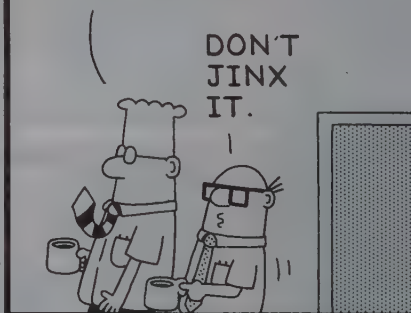
I'VE DECIDED TO ADD CHRONIC LATENESS TO MY REPERTOIRE.



I'LL START WITH THE CLASSIC EXCUSES: CAR PROBLEMS, TRAFFIC, AND MISPLACED ITEMS. THEN I'LL BRANCH OUT.



YOU'RE THE MAYOR OF LOSERVILLE.



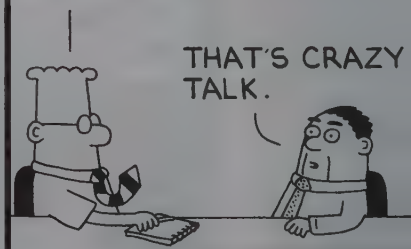
I'LL DESIGN THE SYSTEM AS SOON AS YOU GIVE ME THE USER REQUIREMENTS.



BETTER YET, YOU COULD BUILD THE SYSTEM, THEN I'LL TELL YOUR BOSS THAT IT DOESN'T MEET MY NEEDS.



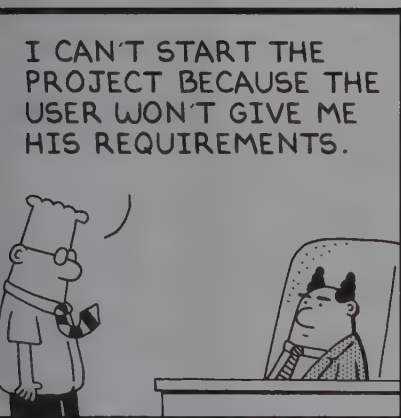
I DON'T MEAN TO FRIGHTEN YOU, BUT YOU'LL HAVE TO DO SOME ACTUAL WORK.



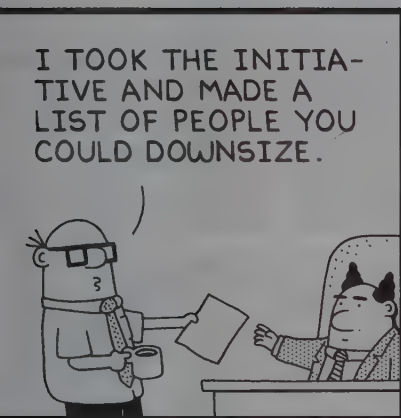
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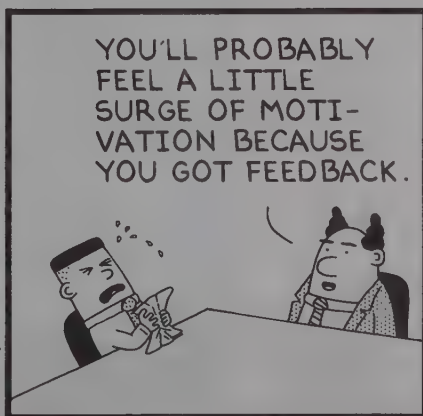
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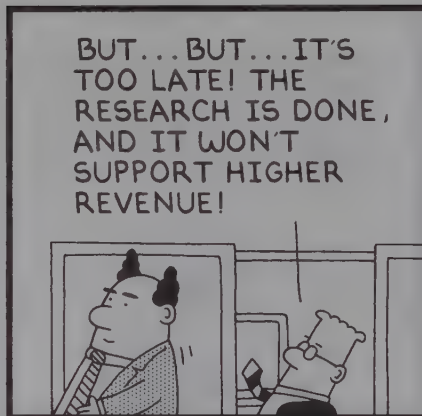
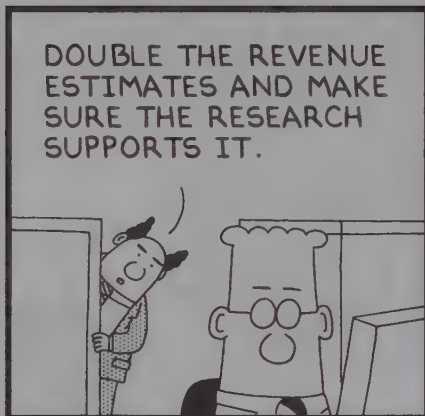
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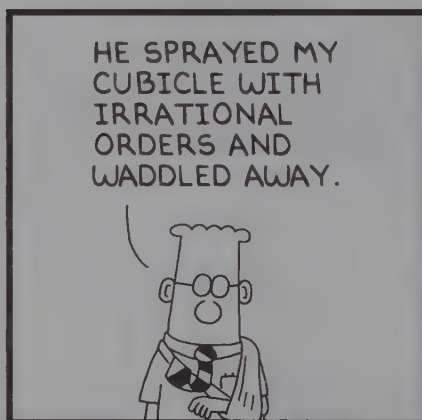
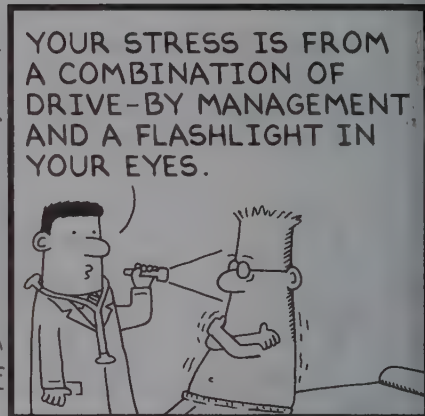
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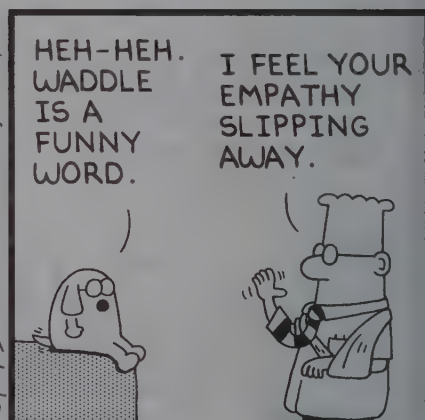
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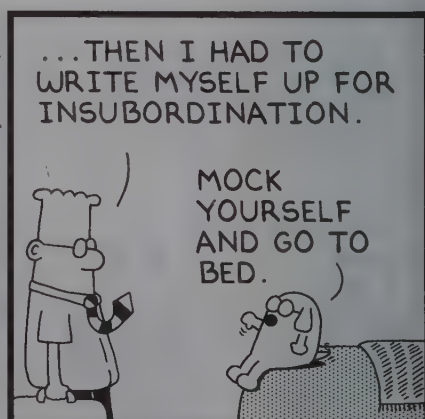
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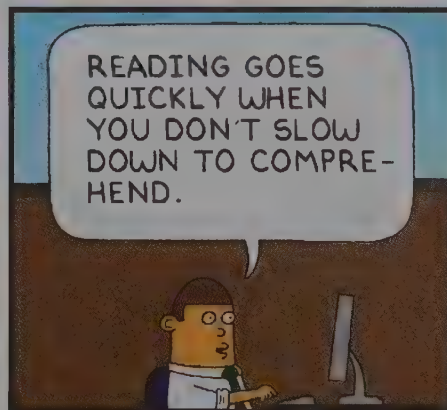
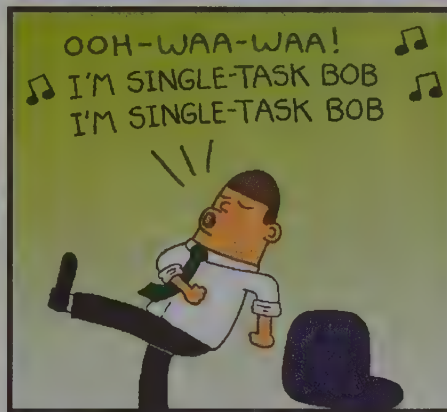
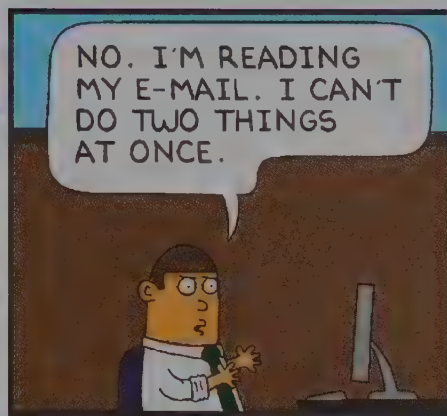


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LET'S SEE... YOUR DEFECTS ARE DISCUSSED IN CHAPTER 23.



I'LL GIVE YOU A PHOTOCOPY SO YOU CAN SEE HOW TO FIX YOURSELF.



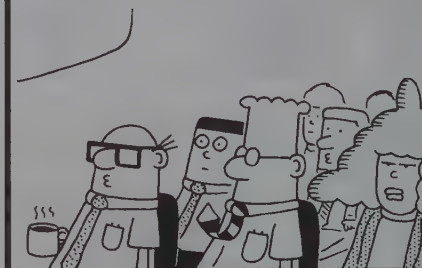
BOOKS ARE FULL OF INFORMATION.



THE "EMPLOYEE OF THE YEAR" AWARD GOES TO... NO ONE.



THANKS FOR COMING. BETTER LUCK NEXT YEAR.



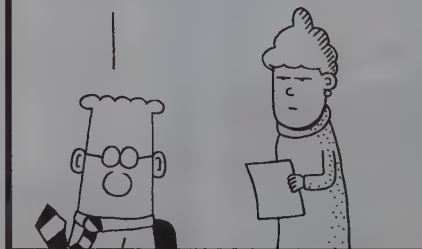
IT'S NOT AS BAD AS THE TIME THAT YOU WON IT.



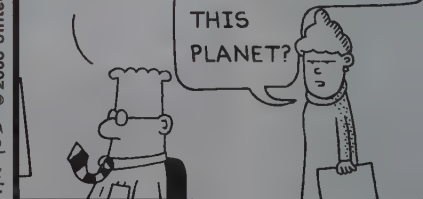
YOU'RE THE ONLY ONE WHO HASN'T FINISHED THE MANDATORY ONLINE SIX SIGMA TRAINING.



I FINISHED IT, BUT THE SYSTEM CRASHED BEFORE IT STORED MY DATA.



THIS IS WHEN YOU SAY, "THERE'S NO NEED TO RETAKE THE TRAINING. I'LL JUST CHECK OFF YOUR NAME."



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SEVEN STAGES OF A
PERFORMANCE REVIEW

IT'S TIME.



DENIAL

WHAT THE...? THESE
AREN'T EVEN MY
OBJECTIVES!



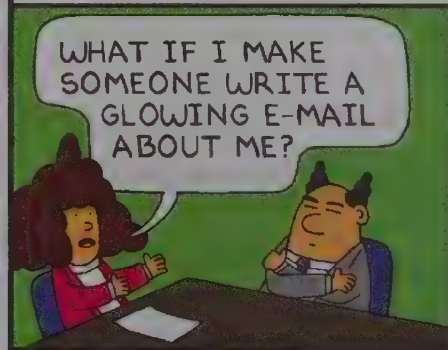
ANGER

WHO SAID THESE
THINGS ABOUT ME?!



BARGAINING

WHAT IF I MAKE
SOMEONE WRITE A
GLOWING E-MAIL
ABOUT ME?



DEPRESSION

MORALE SLIPPING
AWAY...HAIR...
SO...LIMP.



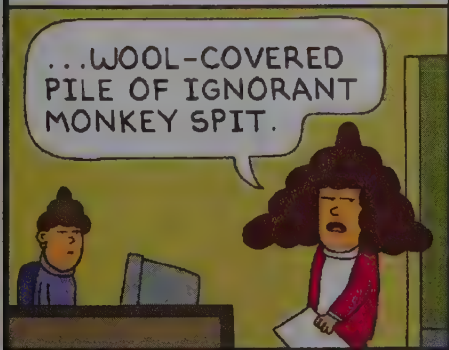
ACCEPTANCE

WHATEVER. THERE'S
NO BUDGET FOR
RAISES ANYWAY.



TRASH-TALKING

...WOOL-COVERED
PILE OF IGNORANT
MONKEY SPIT.



LUNCH

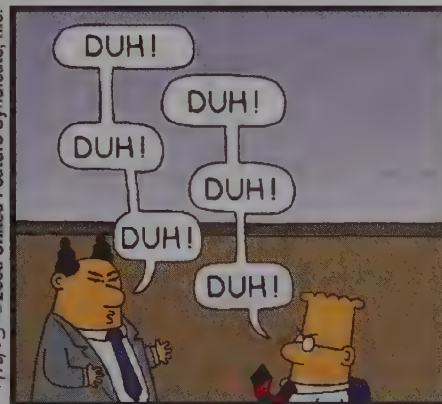
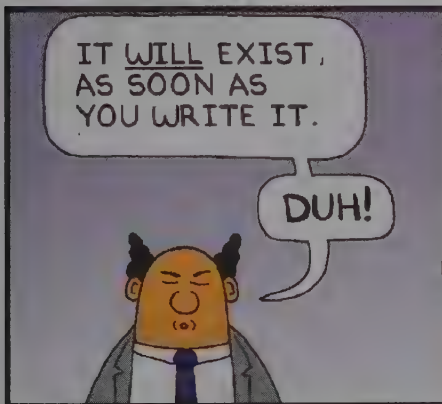
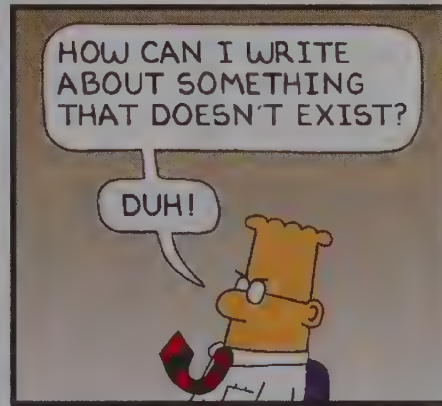
A FALAFEL
WOULD HIT
THE SPOT.



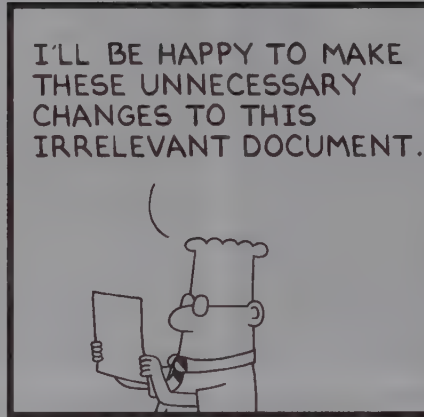
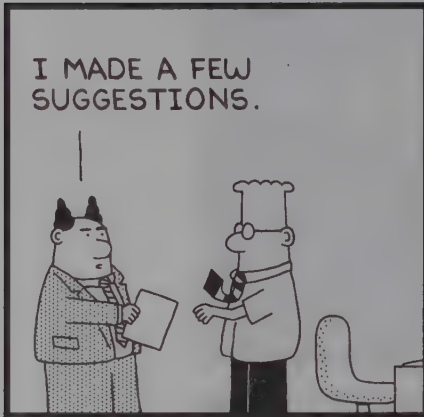
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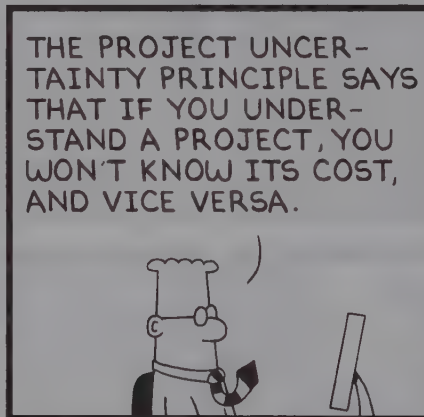
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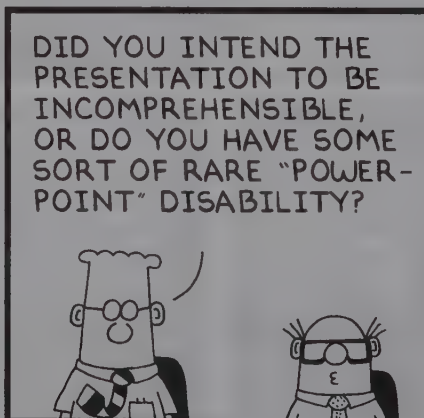
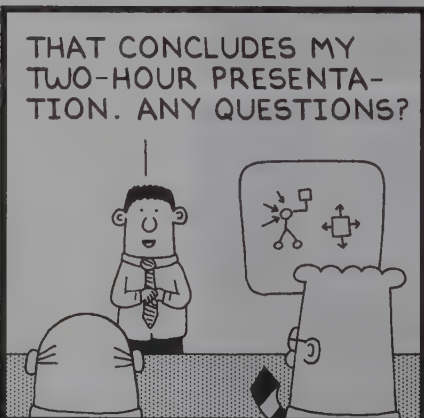
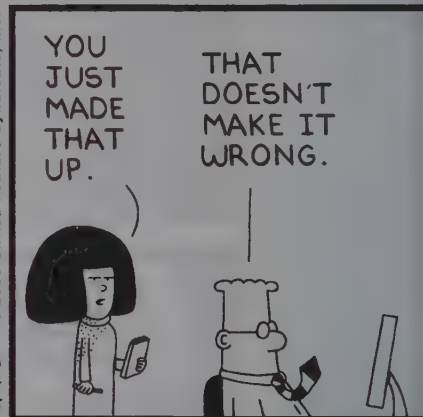
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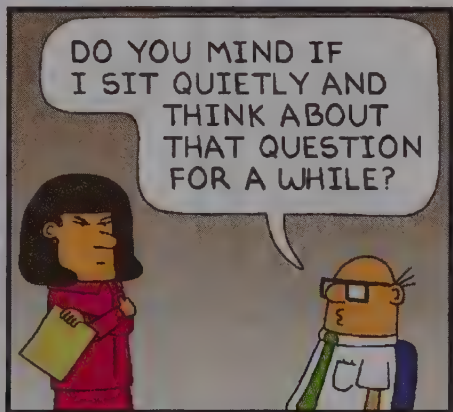
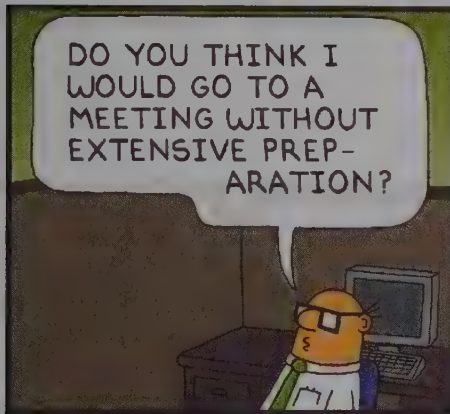


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ALICE, THIS YEAR YOU
SINGLE-HANDEDLY
DESIGNED AND LAUNCHED
A BILLION DOLLAR
LINE OF NEW PRODUCTS.



FOR THAT ACCOMPLISH-
MENT, I GIVE YOU
THE HIGHLY COVETED
"MEETS EXPECTATIONS"
DESIGNATION!



ALICE, IF HAVING HIGH
EXPECTATIONS OF YOU
IS WRONG, THEN I
DON'T WANT TO BE
RIGHT.



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IN ONLY ONE WEEK
MY PROJECT TEAM
HAS CREATED A TIME
LINE AND IDENTIFIED
THE RESOURCES WE
NEED.



NEXT WEEK, WE
PLAN TO REVISE
THE TIME LINE AND
RE-EXAMINE OUR
RESOURCE NEEDS.



GOOD
WORK.

THERE MUST
BE A THOUSAND
WAYS TO SAY I
HAVEN'T DONE
ANYTHING.



WAIT...

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DID YOU ORDER THE
PLASTIC CASINGS I
NEED?



THEY TAKE
TWO WEEKS
FOR DELIVERY.

I SEE THAT YOU'VE
CLEVERLY AVOIDED MY
ACTUAL QUESTION IN
FAVOR OF AN IMAGI-
NARY ONE INVOLVING
DELIVERY TIMES.

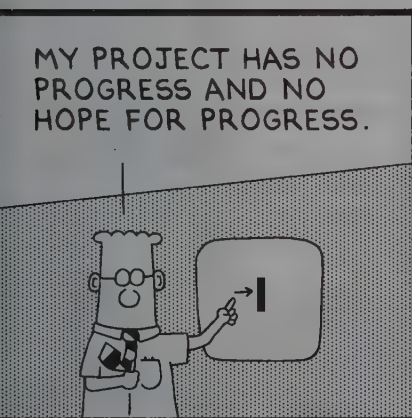
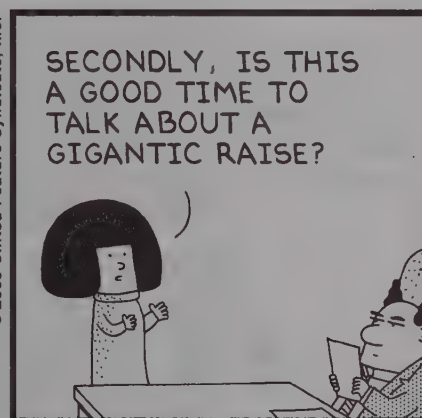
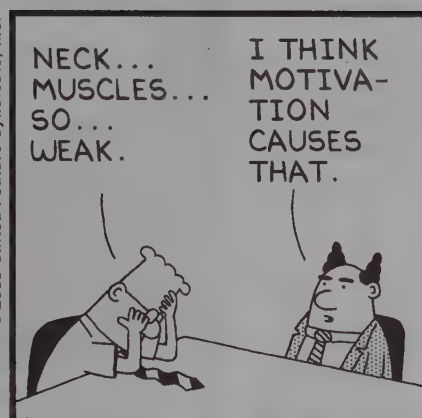
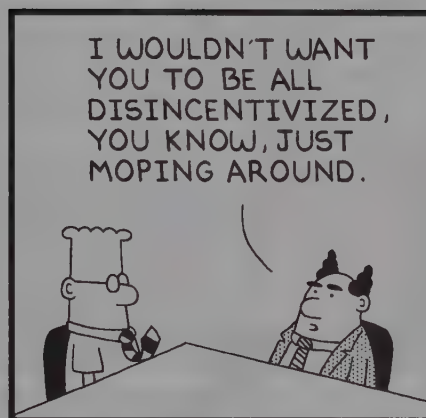


NOW I'M FANTASIZING
ABOUT RIPPING OFF
YOUR MUSTACHE AND
USING IT TO SHINE
YOUR HEAD.



I HEAR THAT
A LOT.

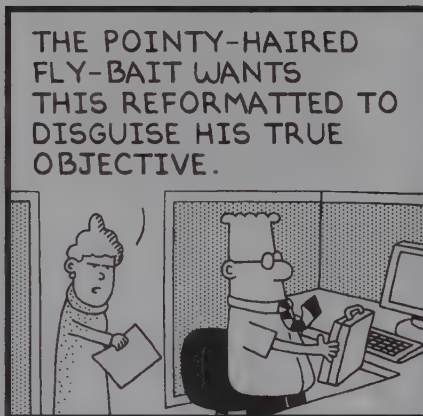
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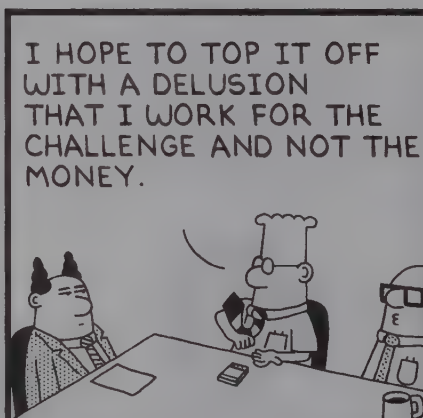
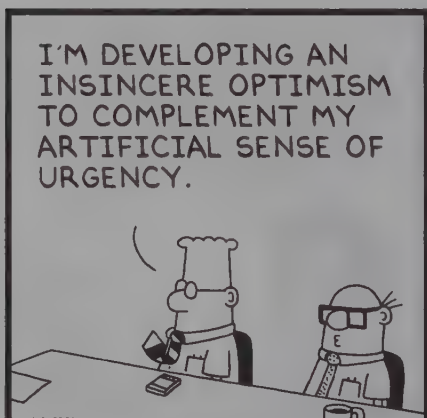
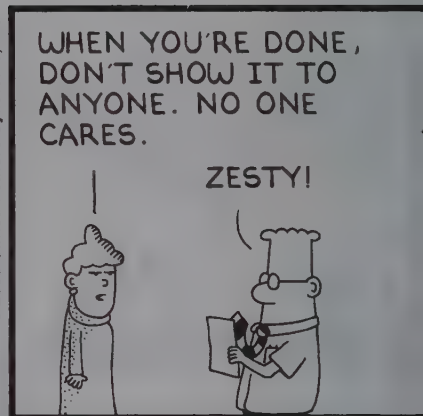
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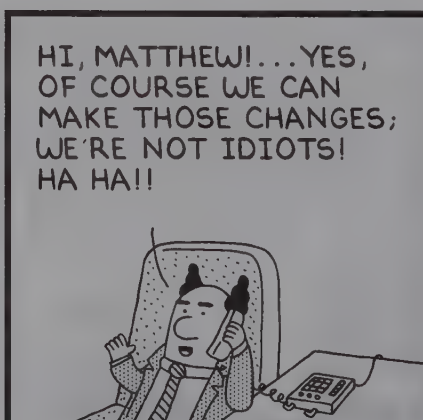
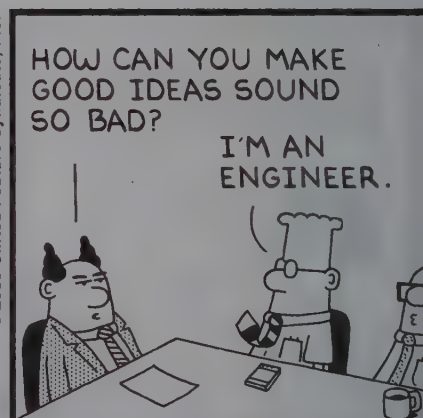
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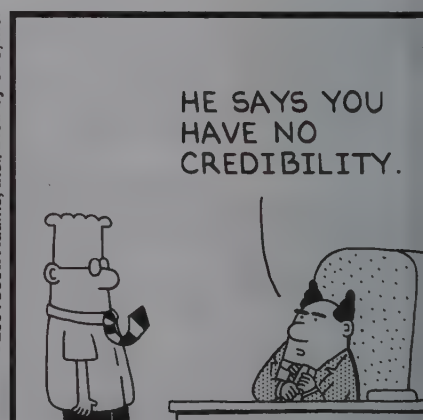
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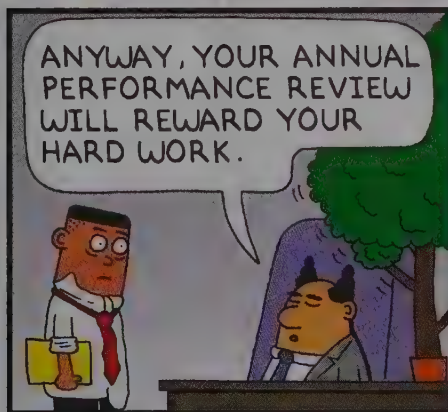
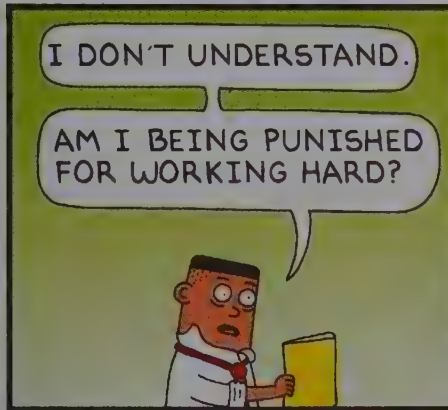


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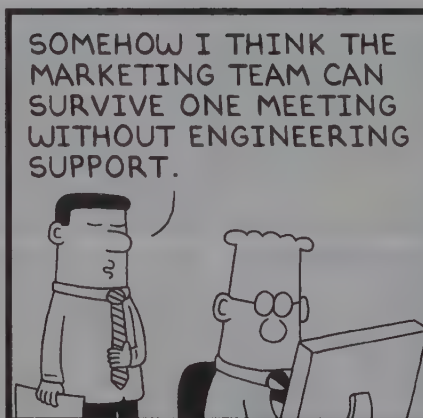
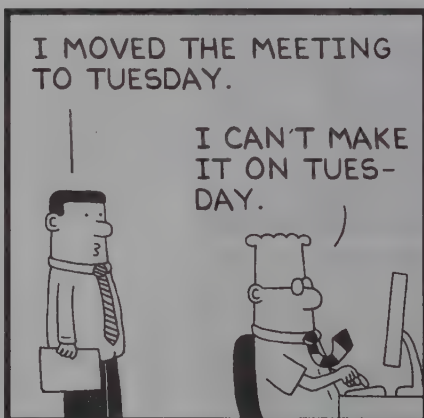


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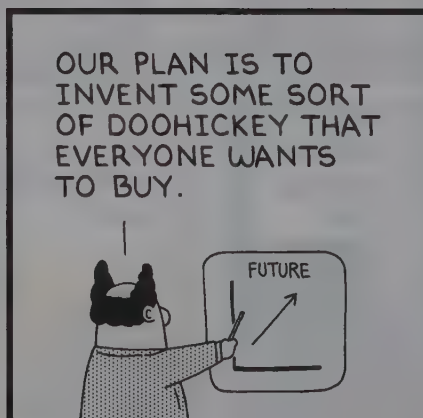
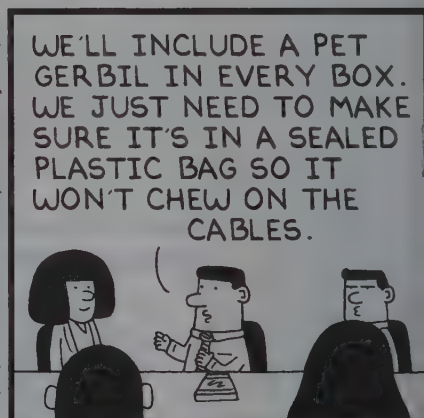
3-7-04



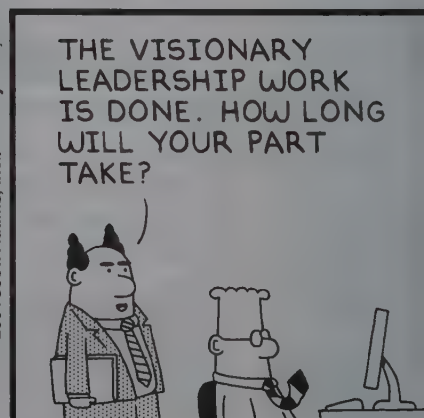
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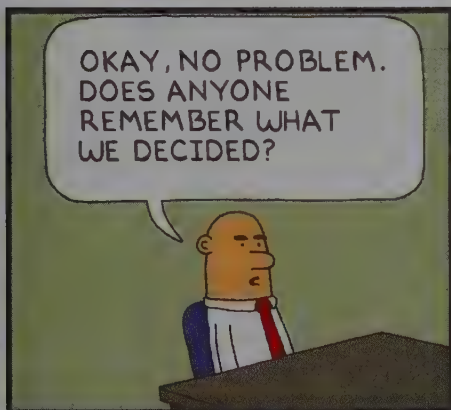
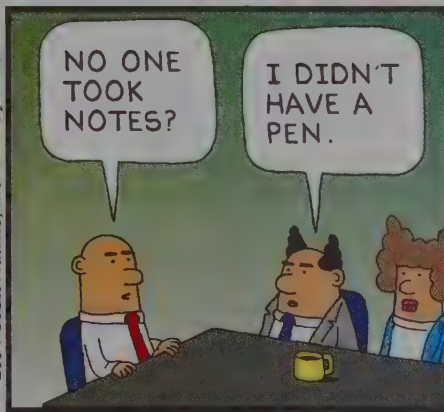


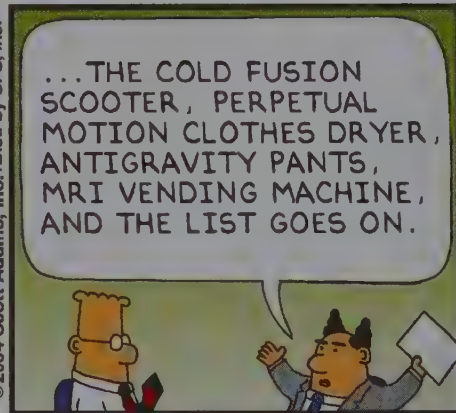
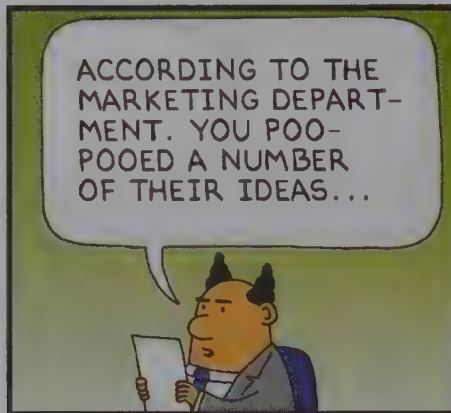
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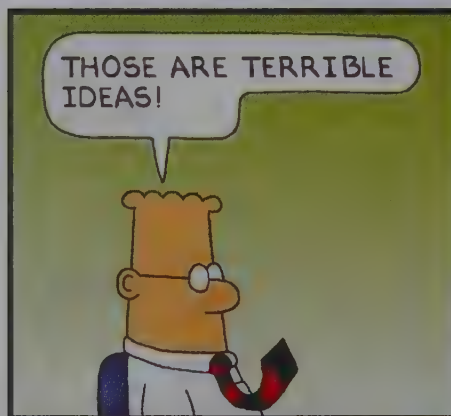
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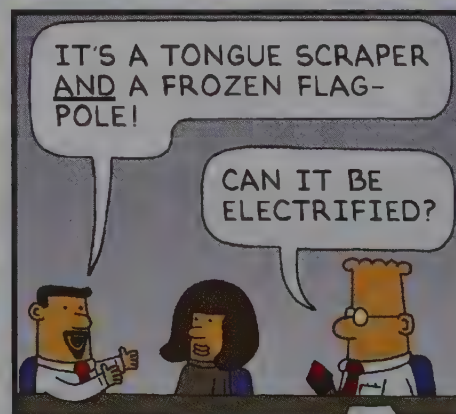


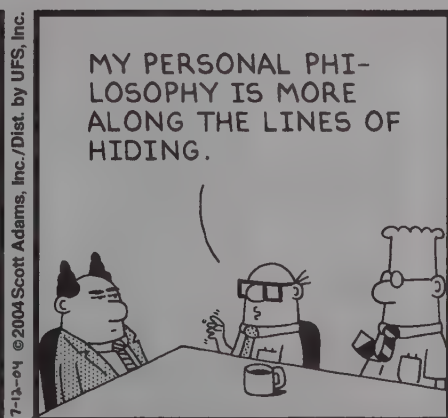
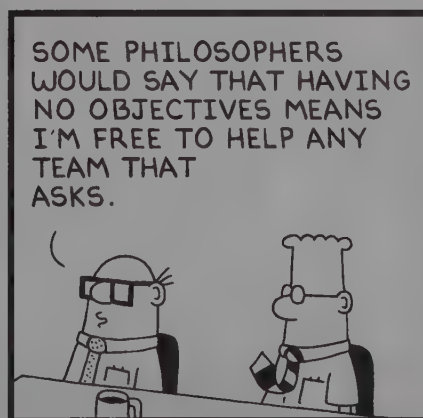
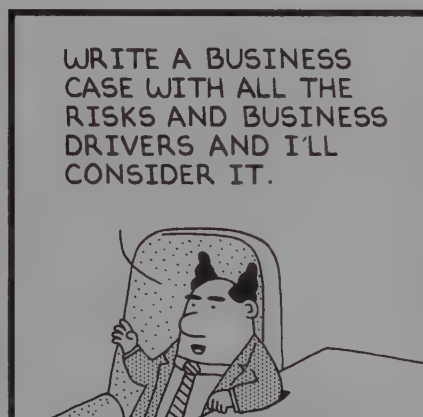
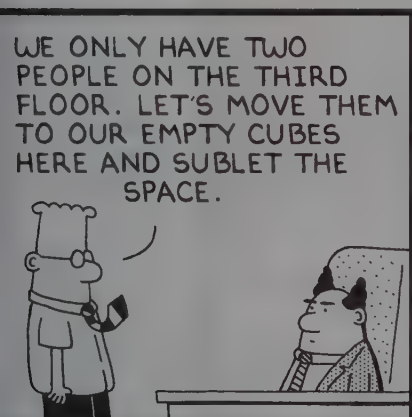
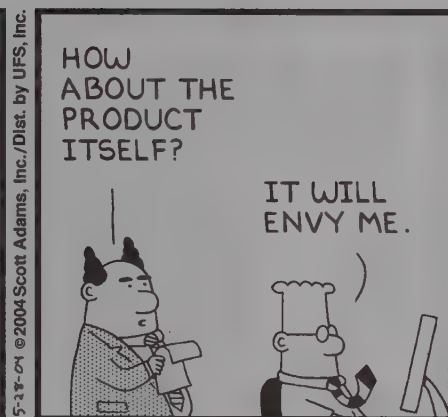
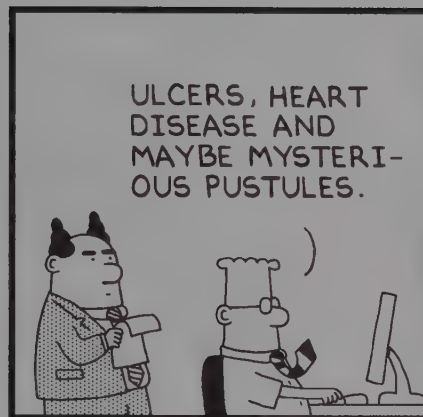


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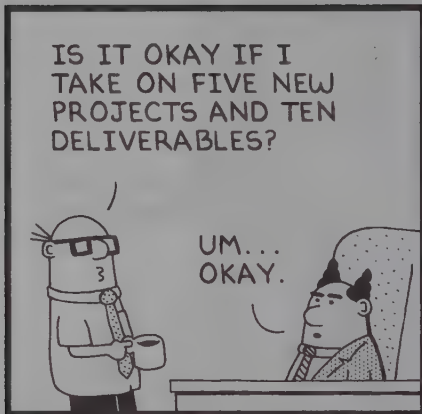




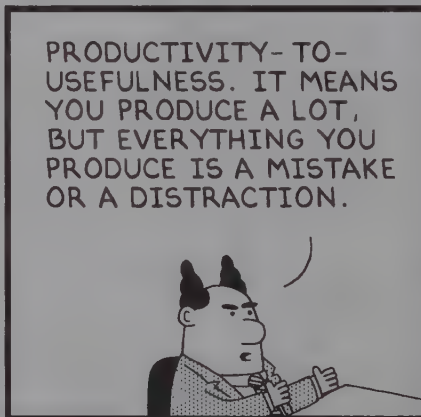
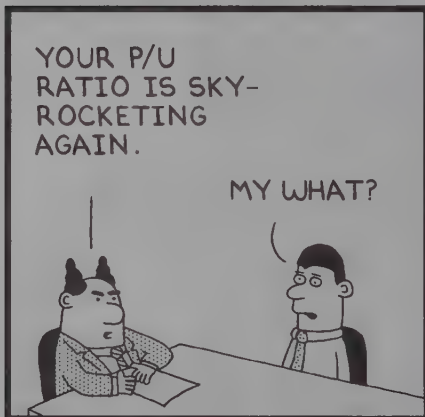
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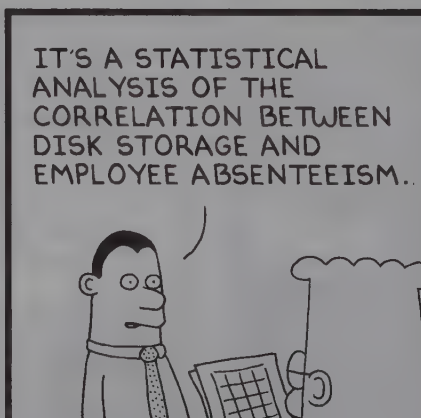
7-12-04 © 2004 Scott Adams, Inc./Dist. by UFS, Inc.



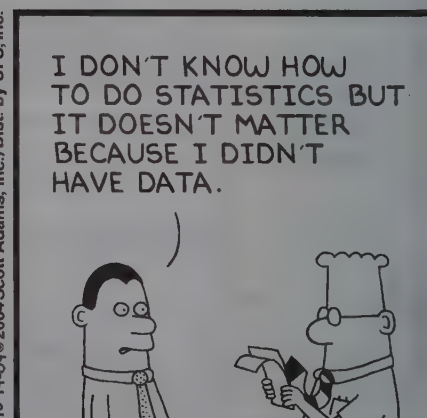
9-15-04 © 2004 Scott Adams, Inc./Dist. by UFS, Inc.

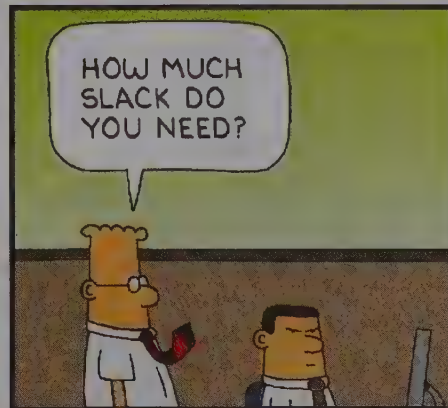
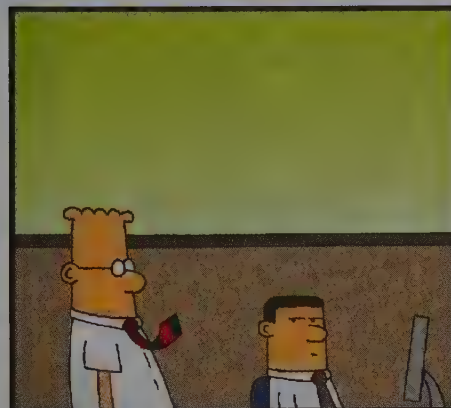
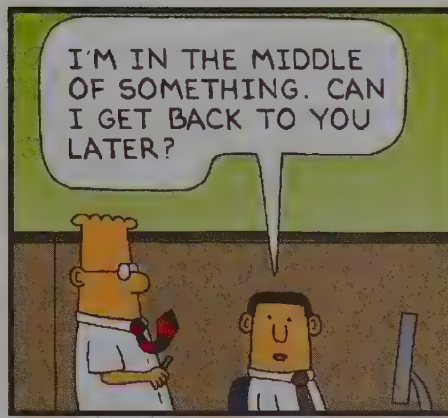


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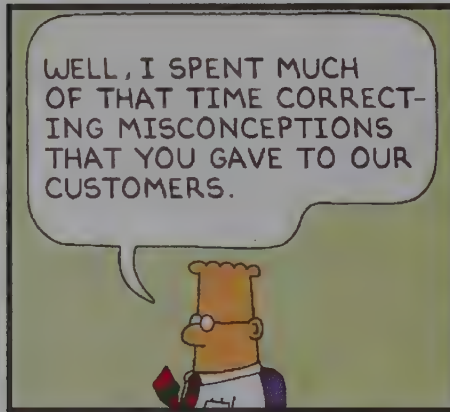
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9-19-04

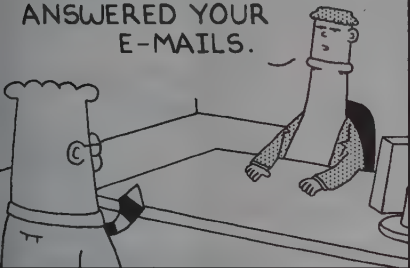


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10-17-04

BOTTLENECK BILL

PERHAPS YOU'RE WON-
DERING WHY I HAVEN'T
ANSWERED YOUR
E-MAILS.



MY PHILOSOPHY IS
THAT ANYTHING
WORTH DOING IS
WORTH DELAYING.



PLUS YOU
LOOK LIKE
THAT.

LIKE
WHAT?

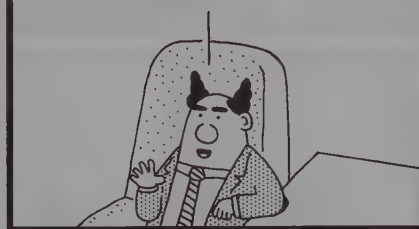


11-3-04 © 2004 Scott Adams, Inc./Dist. by UFS, Inc.

I NEED YOUR HELP
FORCING BOTTLENECK
BILL TO DO HIS JOB
SO I CAN DO MY JOB.



I'LL BE ALL OVER
THAT...AS SOON
AS I FINISH OTHER
THINGS.



WHAT
OTHER
THINGS?

WELL, FOR
EXAMPLE,
MISCEL-
LANEOUS.



11-4-04 © 2004 Scott Adams, Inc./Dist. by UFS, Inc.

THE NUMBER ONE
COMPLAINT FROM
EMPLOYEES IS
"UNCLEAR OBJEC-
TIVES."



MY NUMBER ONE
COMPLAINT IS THAT
IT TAKES TOO MUCH
EFFORT FOR ME TO
BE CLEAR.

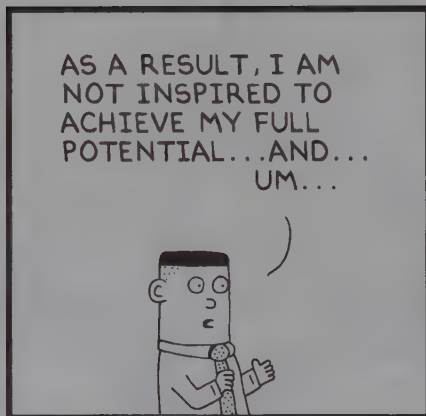
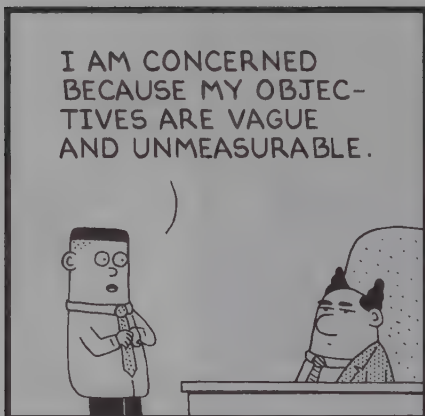


LET'S
CALL
IT A
TIE.

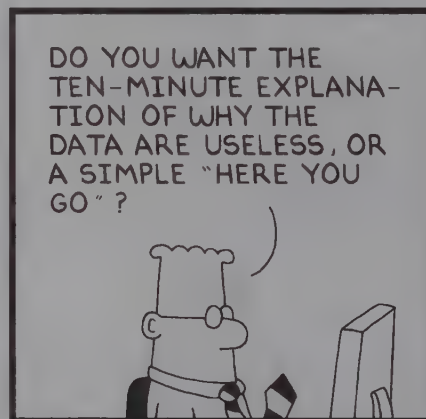
WHY ARE
THEY SO
SELFISH?



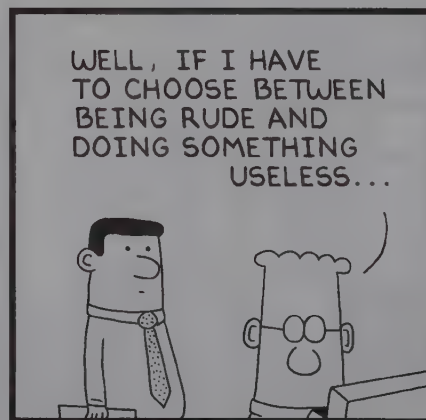
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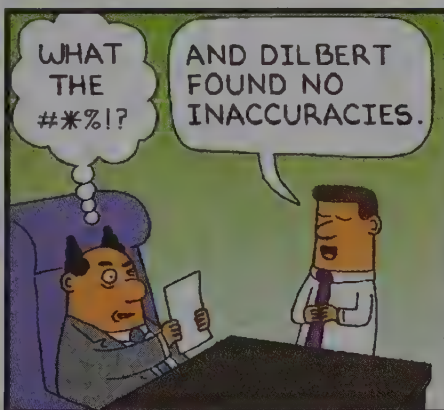
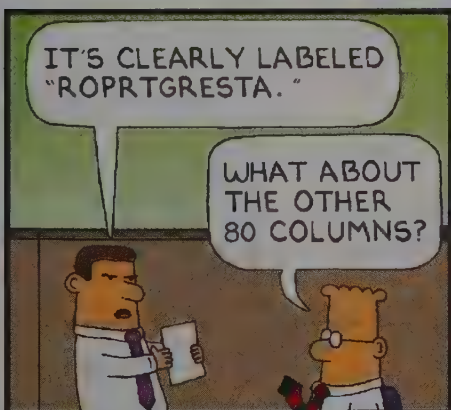
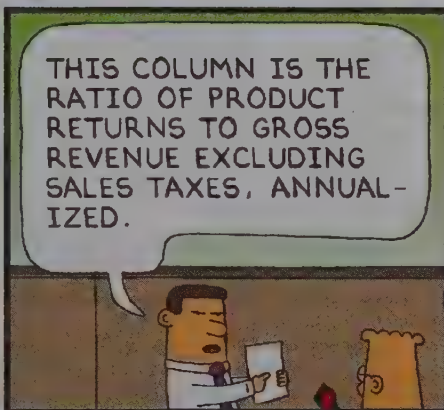
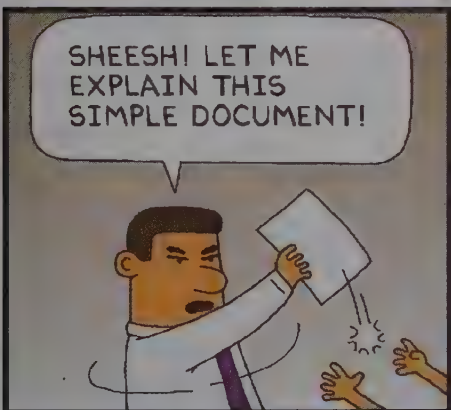
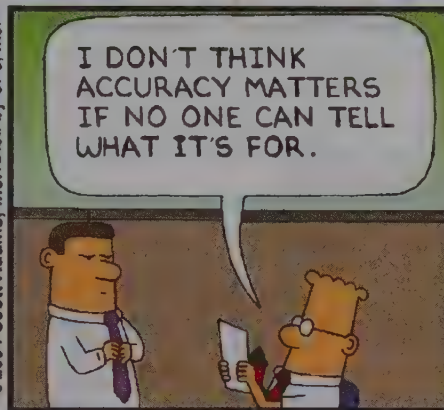
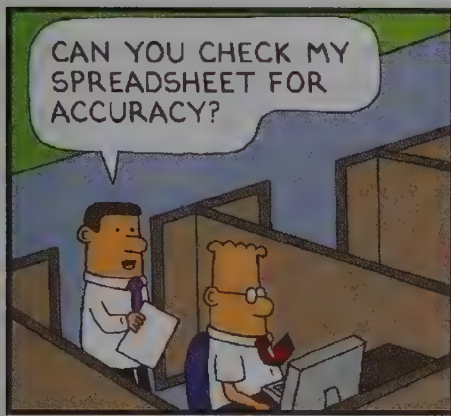


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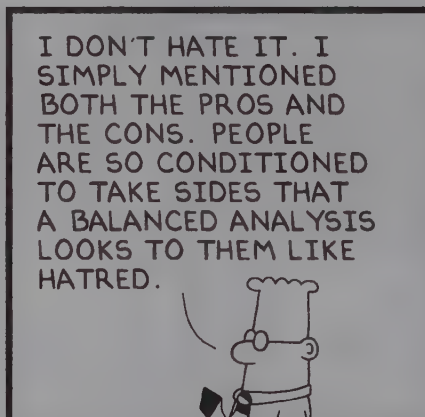
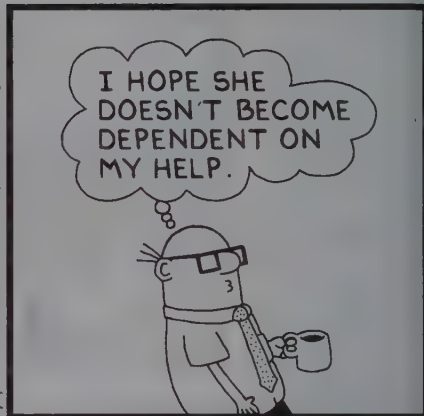


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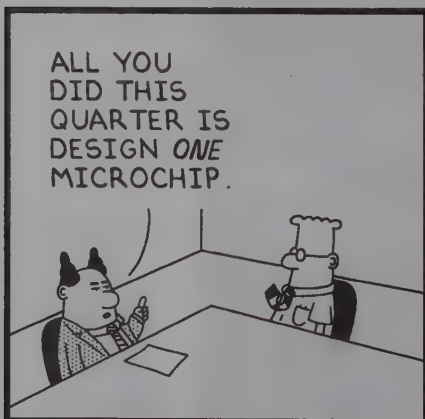
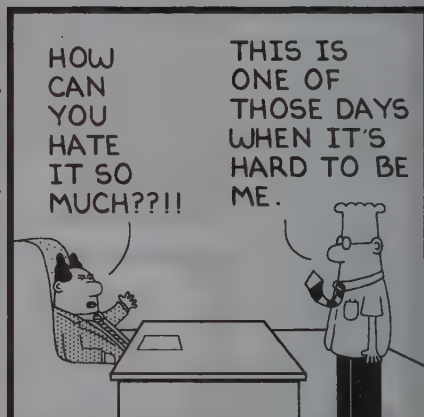
12-26-04



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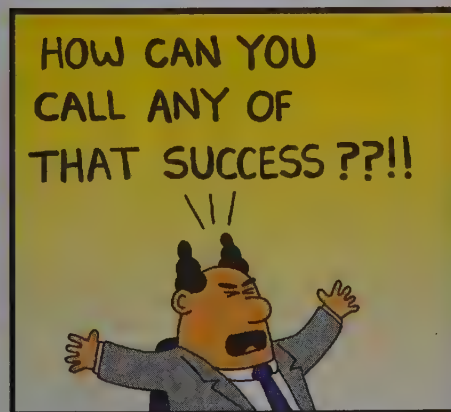
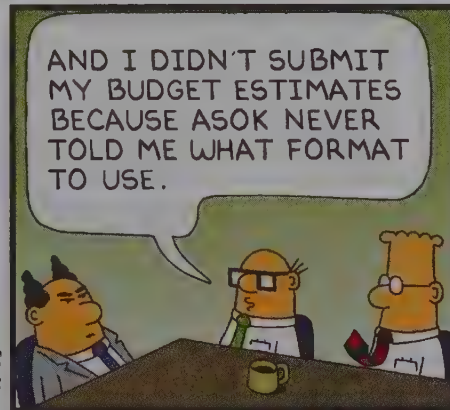


3-24-05 ©2005 Scott Adams, Inc./Dist. by UFS, Inc.



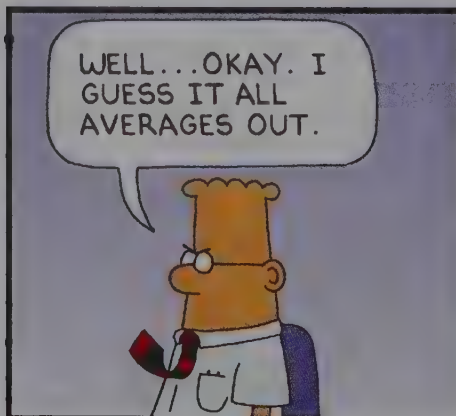
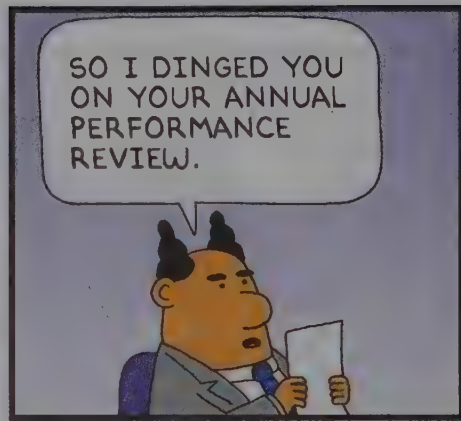
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1-2-05



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2-27-05

WALLY, I'M RATING
YOU "GOOD" BUT
NOT BECAUSE YOU
ARE.

COMPANY POLICY SAYS
I HAVE TO FIRE ANYONE
RATED LOWER THAN
GOOD, AND THE HIRING
FREEZE MEANS IT WOULD
SHRINK MY EMPIRE.

SO YOU CAN GET PAID
FOR DOING NOTHING
AS LONG AS
YOU DON'T
KILL ANY-
ONE.

I CAN'T
PROMISE
THAT.

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I HAVE TO CUT YOUR
PROJECT'S BUDGET BY
TEN PERCENT.

TEN
PERCENT? ?

THAT'S THE SORT
OF ROUND NUMBER
YOU WOULD PICK
IF YOU DID NO
THINKING WHAT-
SOEVER.

ANYTHING CAN BE
CUT BY TEN PERCENT
WITHOUT AFFECTING
THE RESULT.

COOL! I'M
CUTTING BACK
TO 36 HOURS
PER WEEK!

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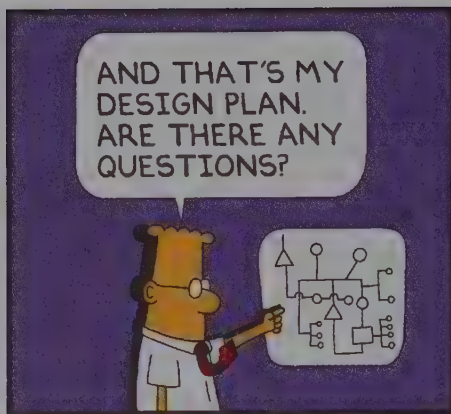
THE PROJECT HAS A
70% CHANCE OF MINOR
SUCCESS AND A 30%
CHANCE OF CORPORATE
RUINATION.

I LIKE THOSE
ODDS. WHEN
CAN WE START?

START?

I WISH WE
HAD TEN MORE
PROJECTS LIKE
THIS ONE.

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6-26-05

THE COMPANY REQUIRES ME TO GIVE FAILING PERFORMANCE REVIEWS TO 20% OF MY STAFF.



THERE ARE FOUR OF YOU, SO THAT WORKS OUT TO... 80% OF A PERSON.



WALLY, YOUR CALF MUSCLES AND ANKLES ARE PERFORMING WELL, BUT THE REST OF YOU IS MONKEY HURLAGE.



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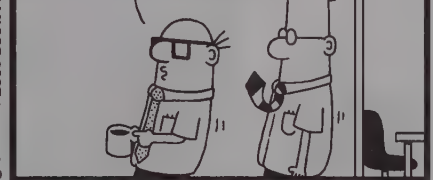
MY ACCOMPLISHMENTS THIS MONTH INCLUDE COMPLYING WITH OUR ISO 9000, SARBANES-OXLEY AND SEI-5 POLICIES.



AND IF YOU MAKE A NEW POLICY, I WILL COMPLY WITH IT SO FAST IT WILL MAKE YOUR HEAD SPIN!



IS IT MY IMAGINATION OR IS PRETENDING TO WORK GETTING EASIER?



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THE FAILURE OF MY PROJECT CAN ONLY BE BLAMED ON...



I'LL BE RIGHT THERE.

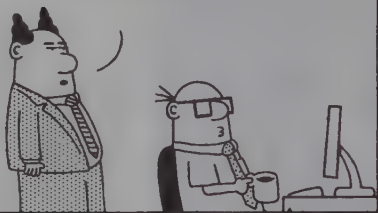


THAT GUY.



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WALLY, I'VE BEEN WATCHING YOU FOR HALF AN HOUR AND YOU'VE DONE NO WORK.



I'M WAITING FOR MY PROGRAM TO COMPILE WHILE I DESIGN THE NEXT MODULE IN MY HEAD.



COULD YOU GRIMACE SO I KNOW YOU'RE WORKING?

HERE YOU GO.



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MY BOSS WANTS ME TO INTEGRATE A GREAT PRODUCT WITH A TERRIBLE ONE JUST TO VALIDATE OUR MERGER.



IS IT ETHICAL FOR ME TO STALL FOR A MONTH UNTIL HE FORGETS WHAT HE ASKED FOR?



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SURE. YOU CAN EVEN HIT HIM WITH A ROCK TO SPEED UP THE FOR-GETTING.

MAYBE I'M ASKING THE WRONG ETHICIST.



DID YOU EVER COME TO WORK ON MONDAY AND REALIZE THAT YOU FORGOT HOW TO DO YOUR JOB?



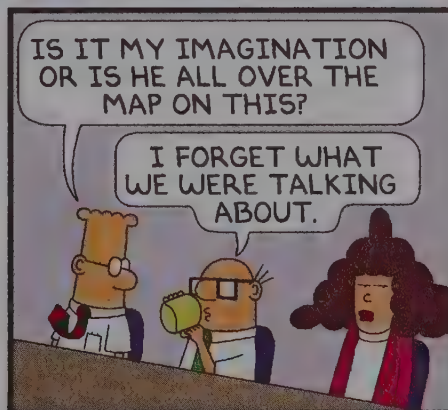
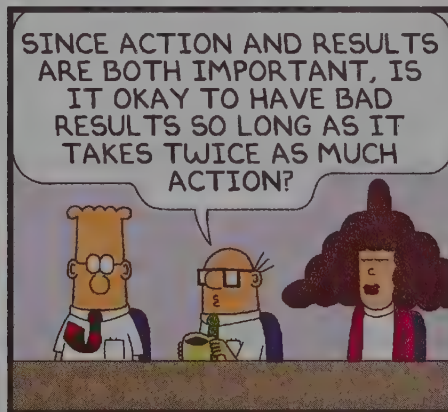
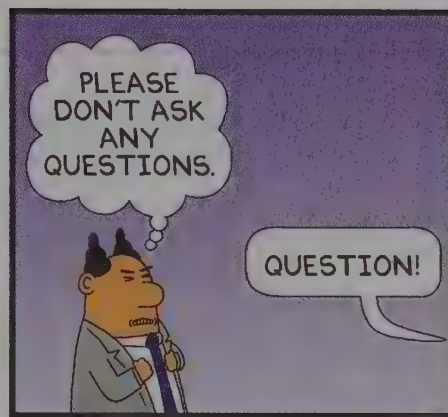
ONLY A TOTAL MORON WOULD FORGET OVER THE WEEKEND HOW TO DO HIS JOB.



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O-O-O-KAY. I'M STARTING TO REMEMBER WHO YOU TWO ARE.





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10-9-05

THIS WEEK I SAID I WAS TELECOMMUTING BUT I REALLY JUST STAYED HOME AND WATCHED TV IN MY PAJAMAS.



I'LL NEVER KNOW HOW THE TV GOT INTO MY PAJAMAS. HA HA!



WELL, YOU HAD TO BE THERE.



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BOB WILL BE LEAVING US AFTER 17 YEARS AS VICE PRESIDENT OF MARKETING.



BOB'S ACCOMPLISHMENTS INCLUDE LOWERING BOTH OUR MARGINS AND OUR SALES WHILE OVERSEEING A SERIES OF CONFUSING MARKETING CAMPAIGNS.

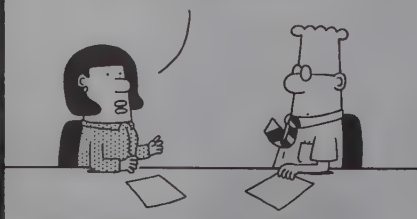


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I HOPE YOU'LL ALL JOIN ME IN WISHING FOR A PIANO TO FALL ON HIS HEAD.



I NEED YOUR HONEST OPINION ABOUT MY PROJECT PLAN. DON'T HOLD BACK.



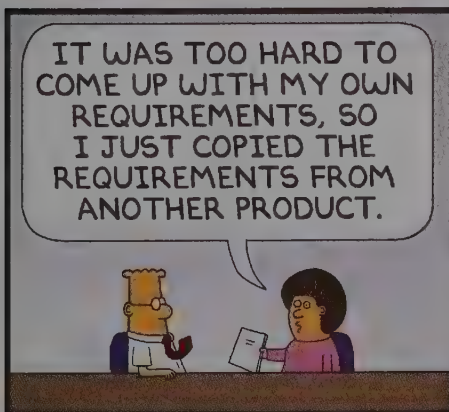
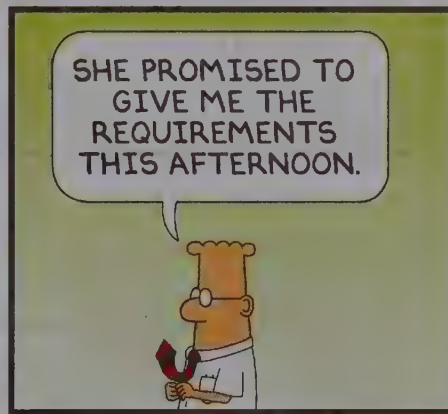
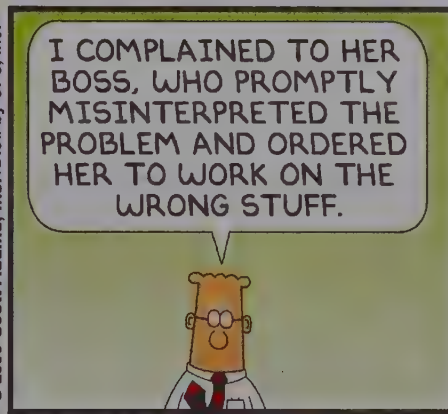
YOUR PLAN LOOKS LIKE IT WAS WRITTEN BY A DRUNKEN LEMUR AS A PRACTICAL JOKE ON OTHER DRUNKEN LEMURS.



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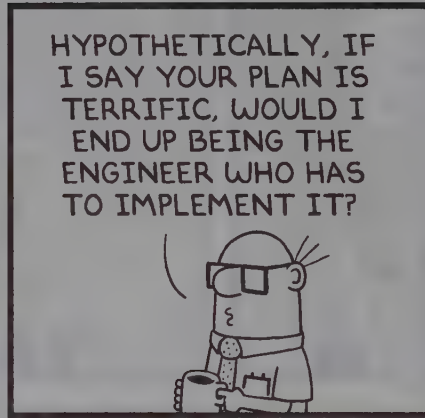
TODAY I LEARNED THAT PEOPLE DON'T LIKE DRUNKEN LEMUR ANALOGIES.



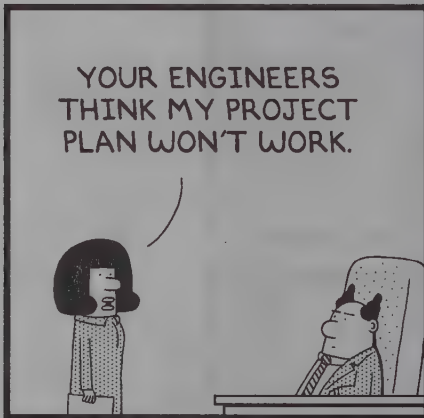
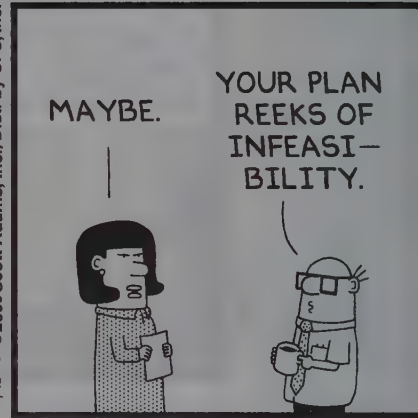


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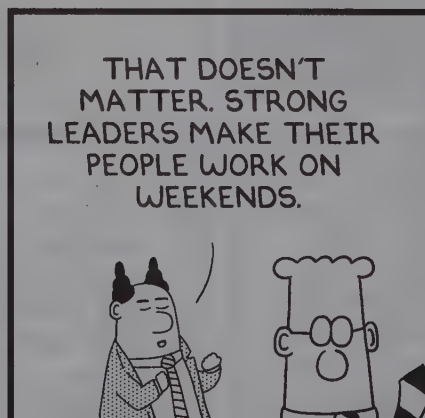
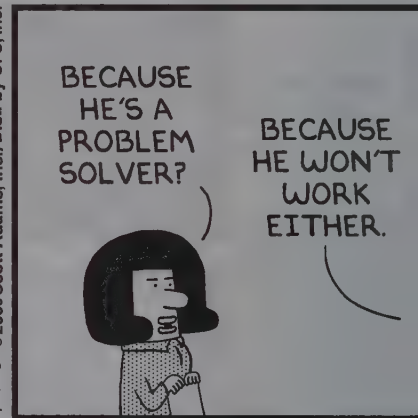
2-24-06



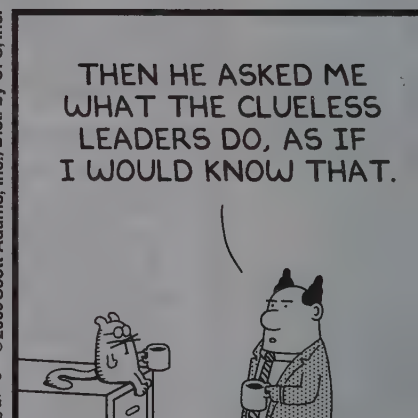
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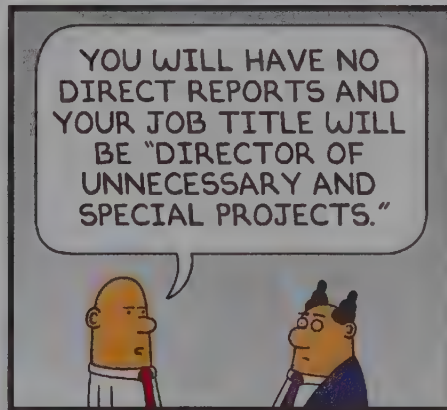
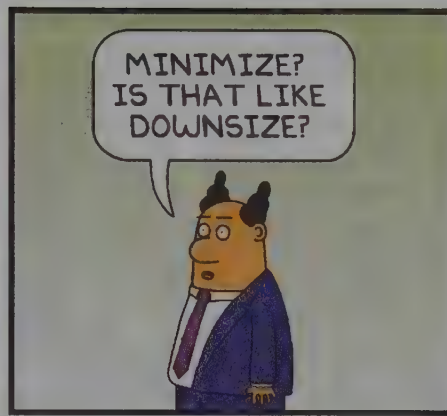


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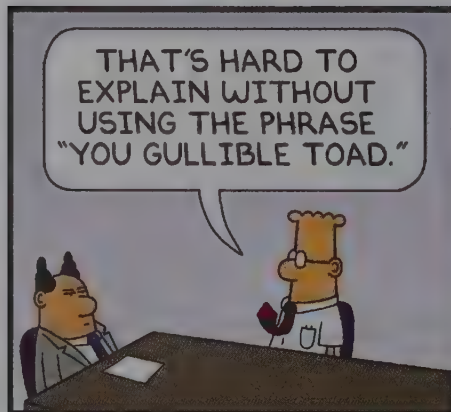
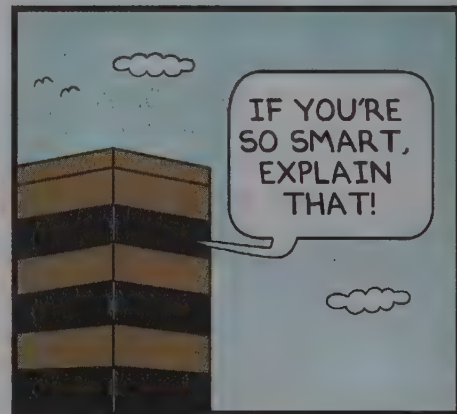
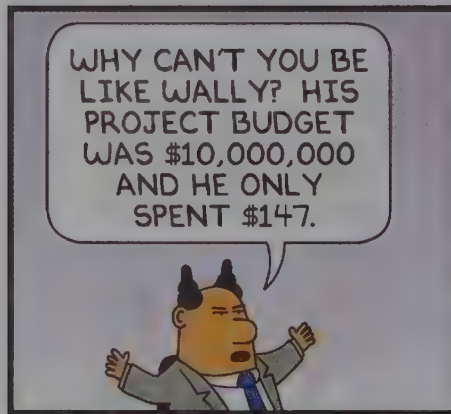
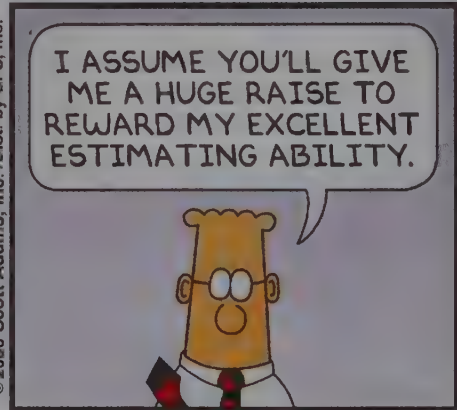
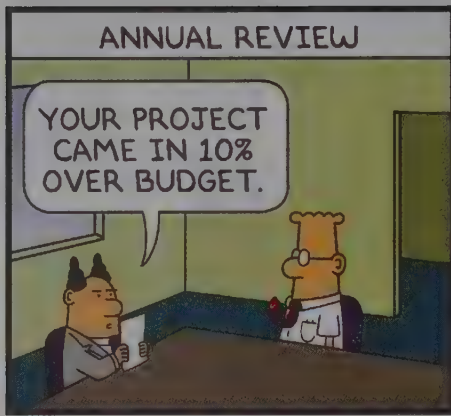
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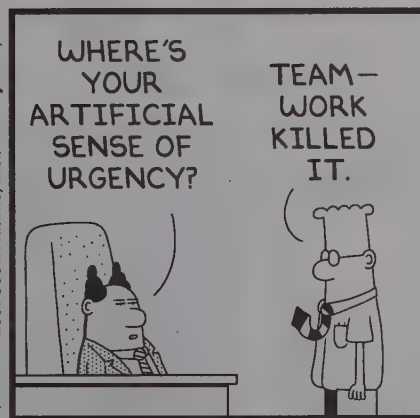
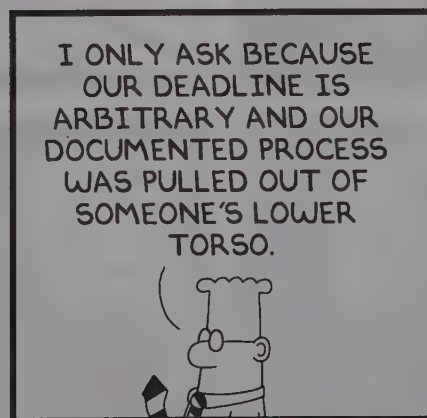
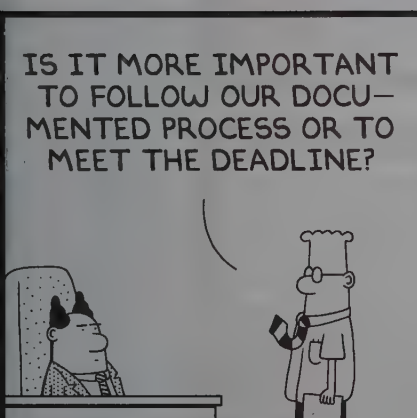
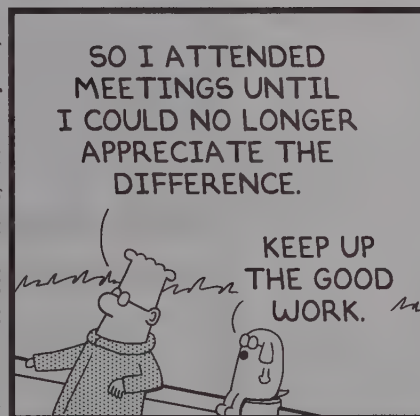
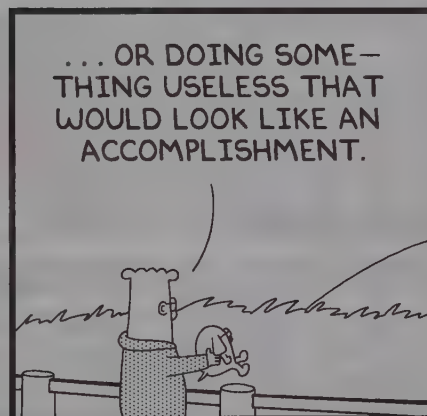
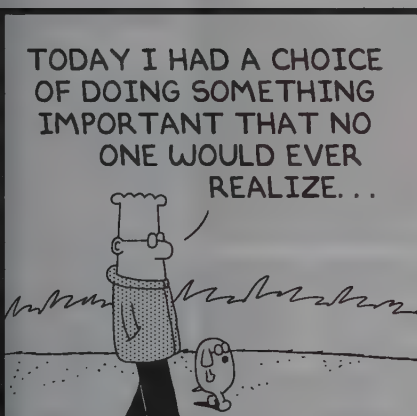
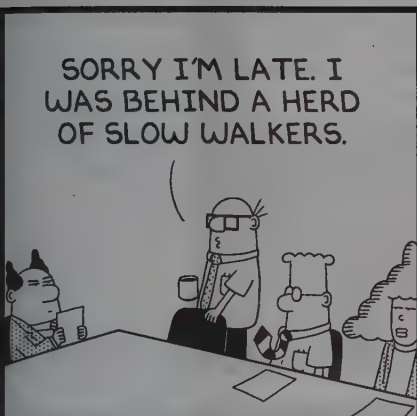
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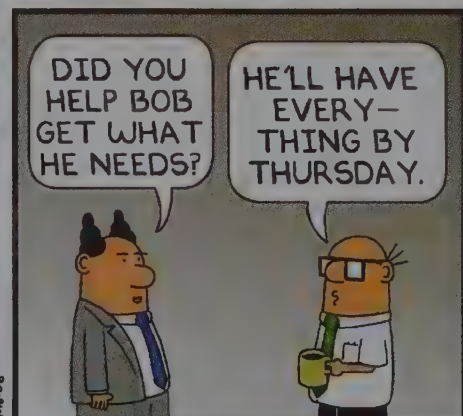
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7-14-06

I COULDN'T DO ANY
WORK THIS WEEK
BECAUSE YOU GAVE
ALICE A BIGGER
CUBICLE.



YOUR FAVORITISM
HAD A CORROSIVE
EFFECT ON MY MORALE,
THUS INHIBITING MY
EFFECTIVENESS.



I'M OPTIMISTIC
THAT YOU'LL DO A
BETTER JOB OF
MOTIVATING ME
NEXT WEEK.

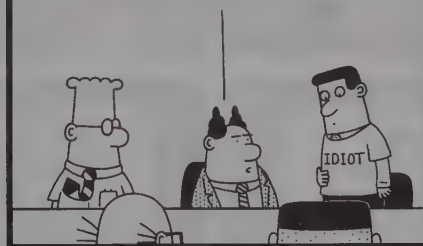


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THIS T-SHIRT
GOES TO TED FOR
HIS WORK ON THE
ALPHA PROJECT.



YOUR WORK WAS
TERRIBLE. YOU'RE
FIRED.

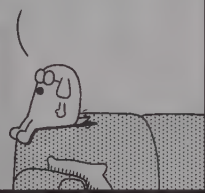


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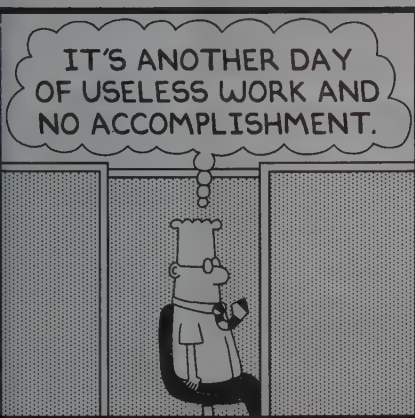
IT WAS
FRIGHT-
ENING.



WERE YOU
SCARED
SHIRTLESS?



IT'S ANOTHER DAY
OF USELESS WORK AND
NO ACCOMPLISHMENT.



LUCKILY I HAVE
A MEANINGFUL
PERSONAL LIFE



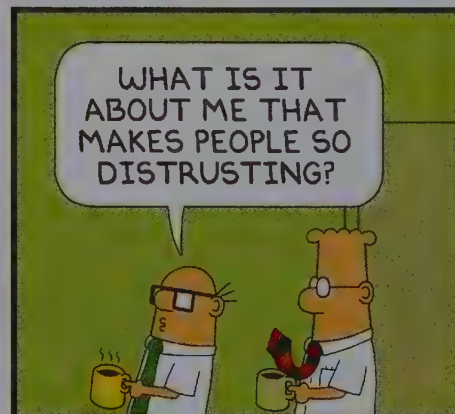
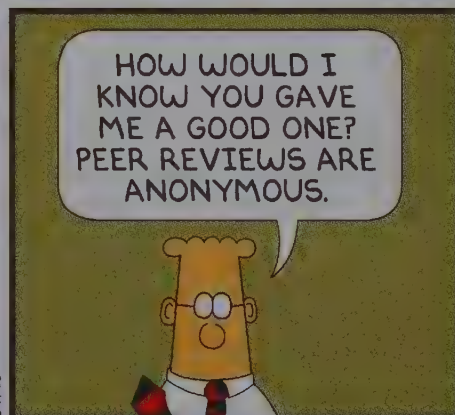
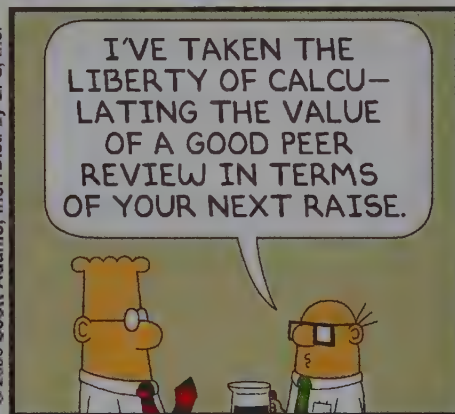
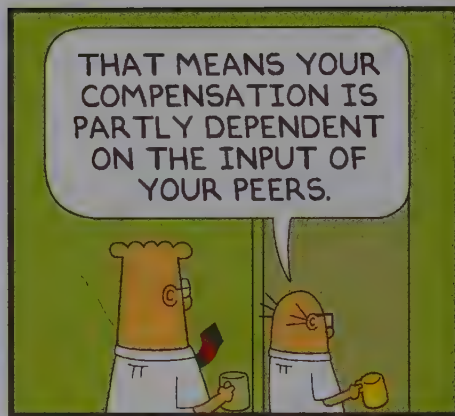
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RATBERT
BROKE
THE
XBOX.



GAAA!!!
I HAVE
NOTHING!





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3-19-06

WALLY, IF I GIVE YOU
AN ASSIGNMENT, WHAT
ARE THE ODDS THAT
YOU WILL ACTUALLY
DO IT RIGHT?



IF I PUT MY MIND
TO A TASK, I DO IT
WELL.



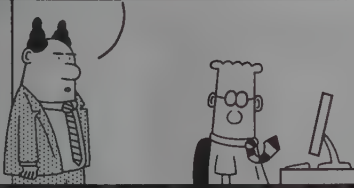
WILL
YOU PUT
YOUR
MIND
TO IT?



WOW. GOOD
FOLLOW-UP
QUESTION.



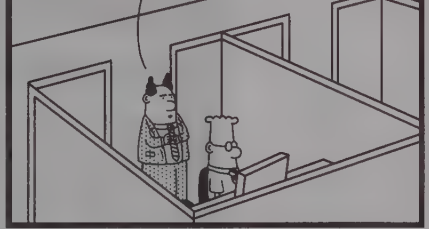
I'M MAKING YOU A
SALES ENGINEER.
YOU'LL BE PAID ON
COMMISSION.



WHEN OUR SALES REPS
LIE, IT WILL BE YOUR
JOB TO MAKE IT LOOK
LIKE THE TRUTH.



TRY TO
AVOID
FACTS.



CAROL,
SCHEDULE
A STAFF
MEETING.



WHAT'S
THE
TOPIC ?



I PLAN TO FUSE SIX
SIGMA WITH LEAN
METHODS TO
ELIMINATE THE GAP
BETWEEN OUR
STRATEGY AND OUR
OBJECTIVES.



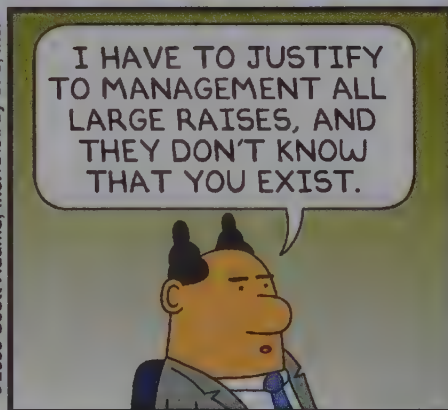
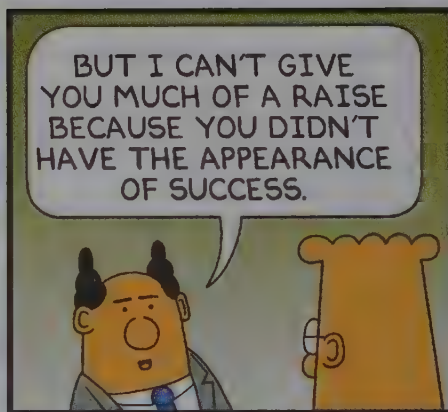
I'LL JUST
SAY
"WASTE
OF TIME."



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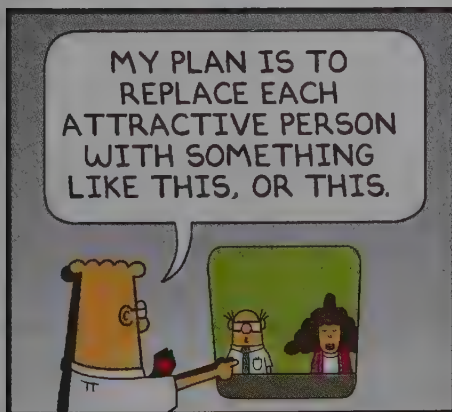
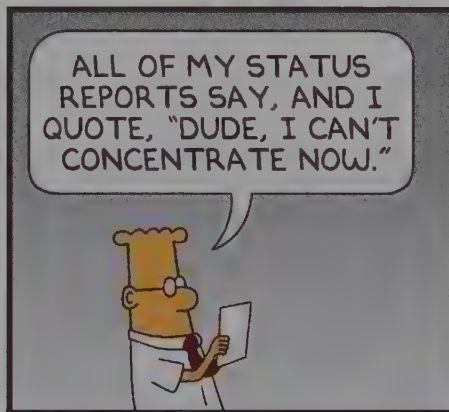
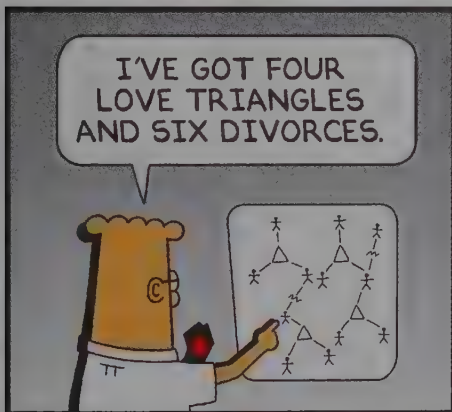
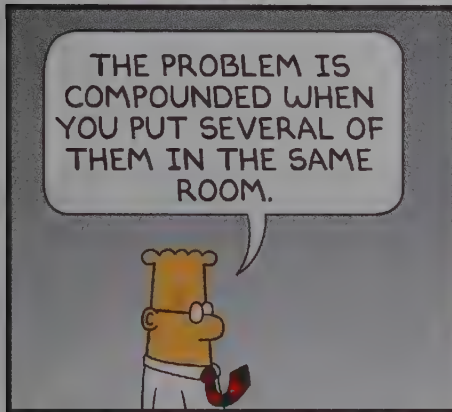
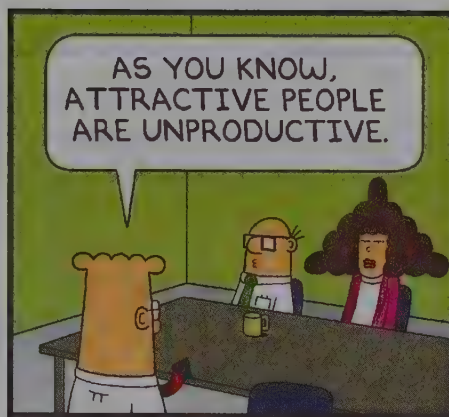
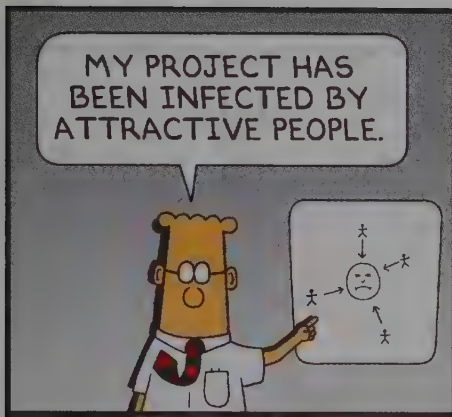
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9-3-06

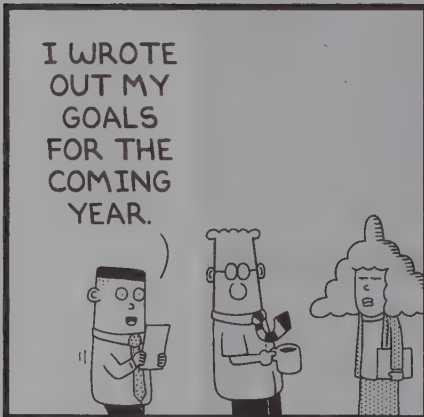


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10-15-06



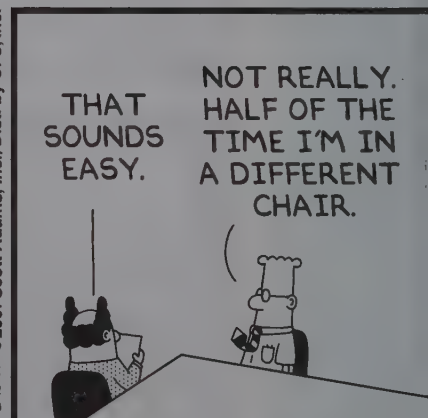
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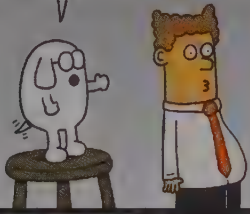
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TODAY I WILL TEACH
YOU HOW TO USE YOUR
INCOMPETENCE TO
ACHIEVE YOUR GOALS.



STEP 1: BE INCOMPETENT.
(ALSO KNOWN AS "THE
EASY PART.")



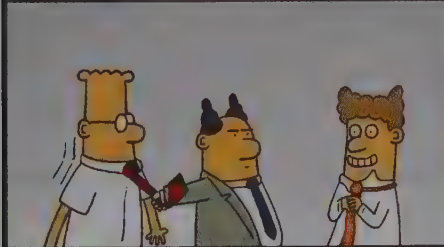
STEP 2: VOLUNTEER FOR
THE MOST DIFFICULT
AND IMPORTANT
PROJECTS



STEP 3: CONVINCE YOUR
BOSS THAT AN ENEMY
WITHIN THE COMPANY
IS SLOWING YOU DOWN.



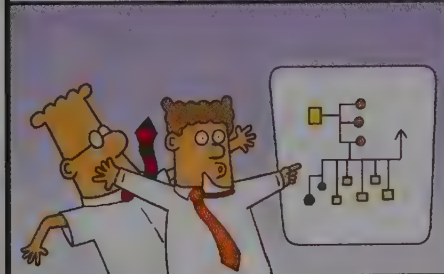
STEP 4: INSIST THAT
COMPETENT PEOPLE BE
PULLED OFF OF OTHER
PROJECTS TO HELP YOU.



STEP 5: DECLARE YOUR—
SELF THE LEADER OF THE
COMPETENT PEOPLE



STEP 6: CLAIM CREDIT
FOR THE WORK OF THE
COMPETENT PEOPLE.

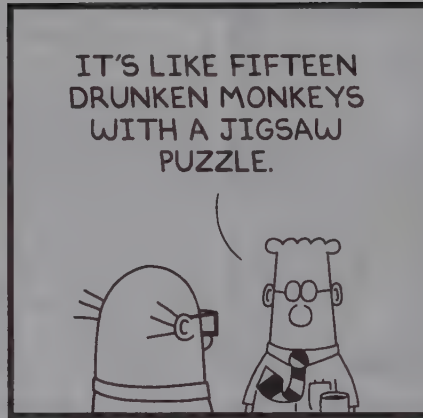
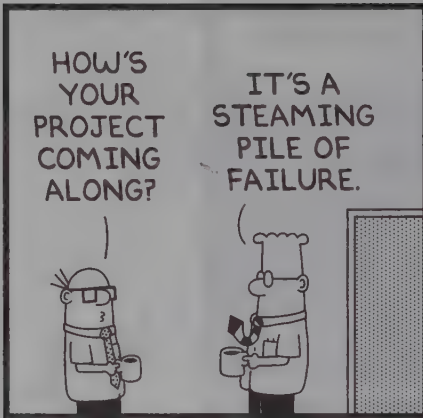


STEP 7: AFTER YOU GET
PROMOTED, FIRE THE
COMPETENT PEOPLE TO
ELIMINATE WITNESSES.

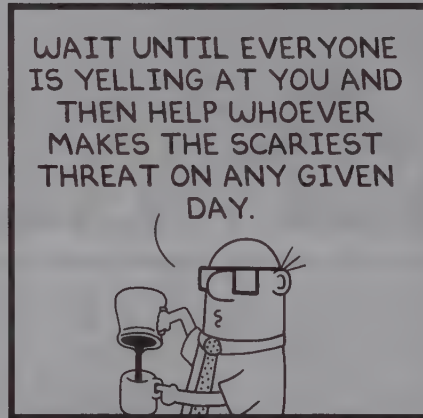
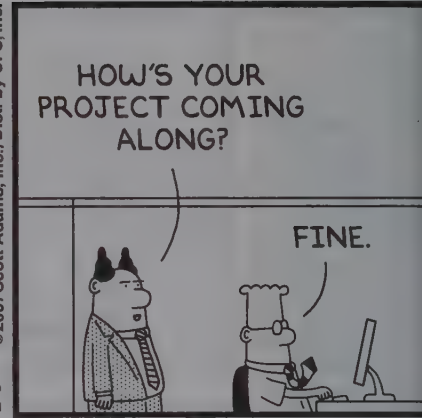


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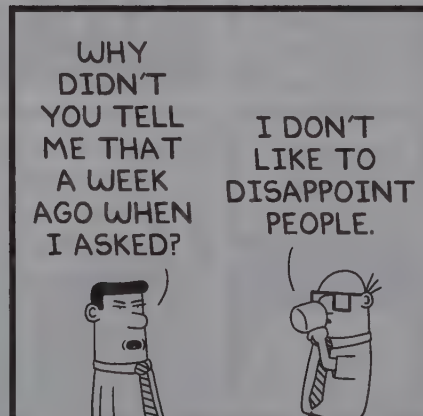
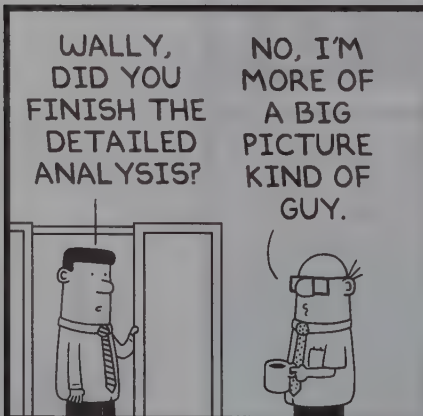
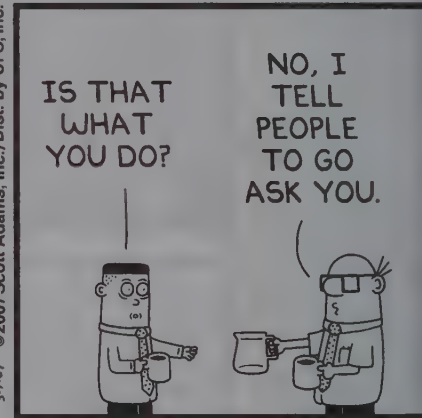
11-05-06



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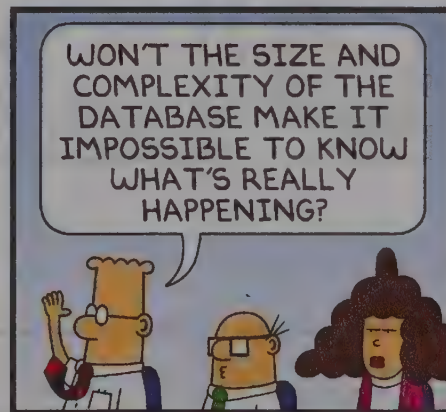
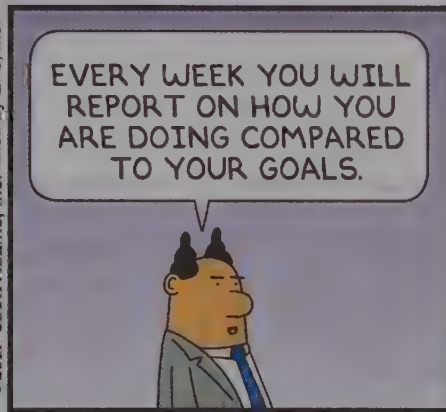
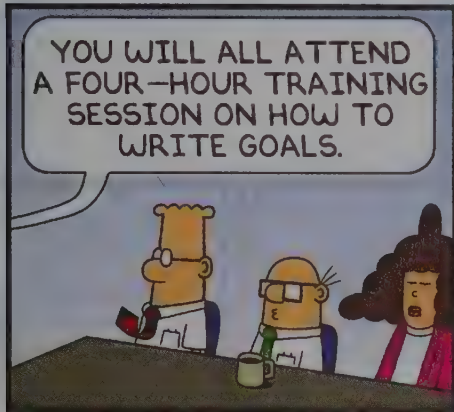


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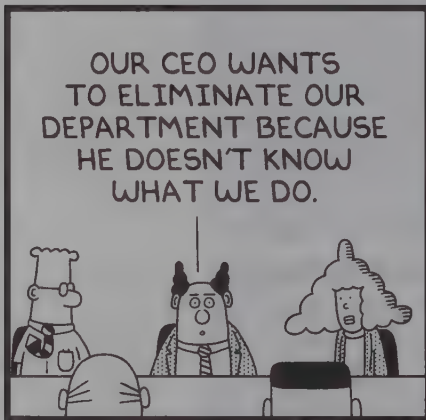
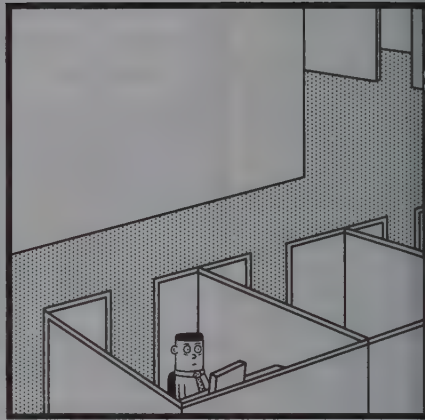


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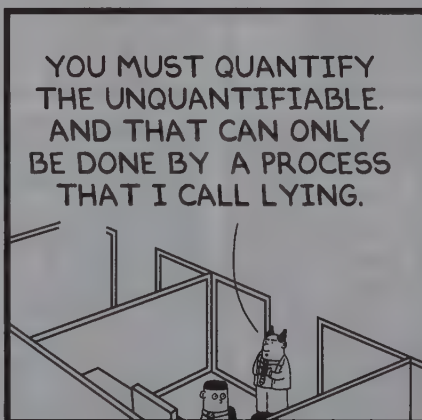
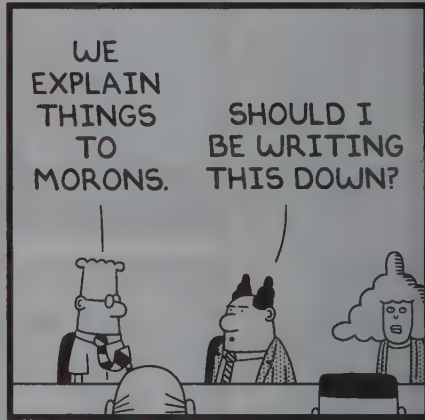
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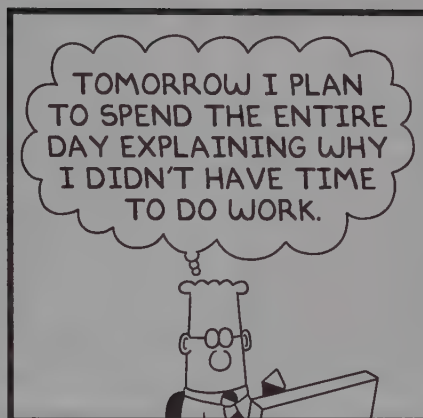


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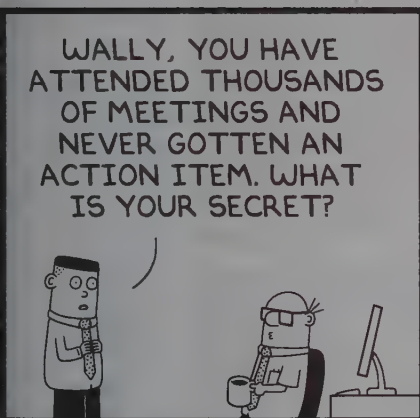
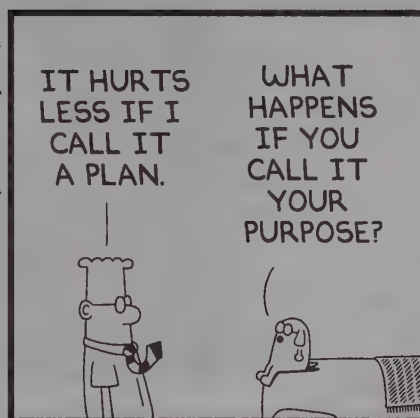


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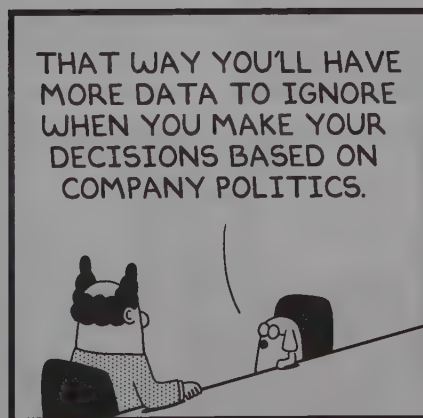
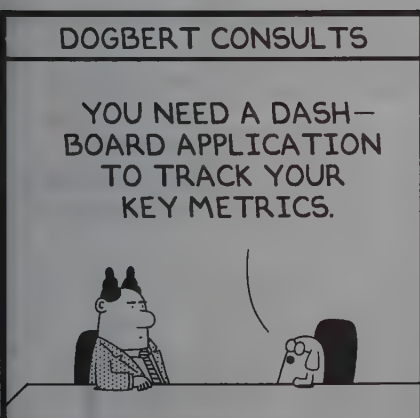




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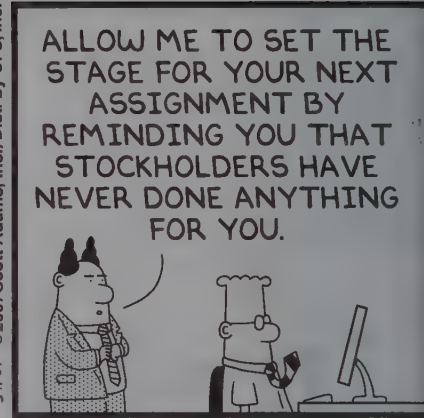
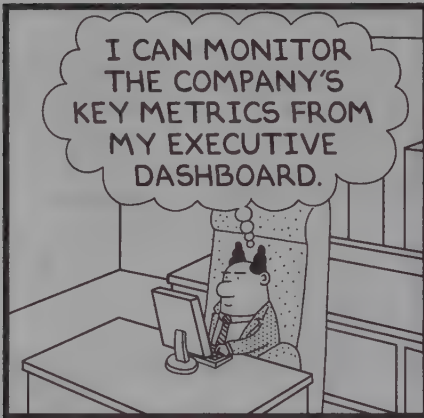


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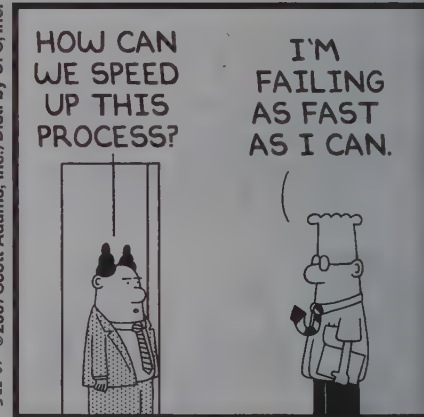
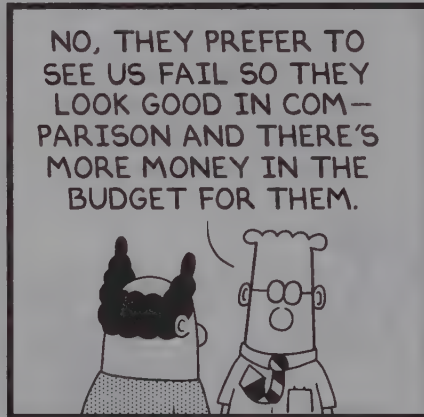


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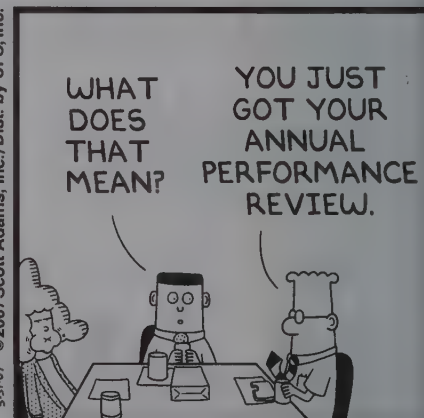




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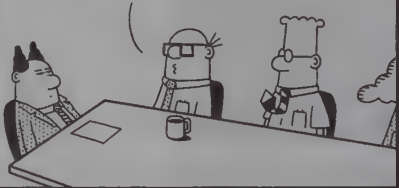
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5-20-07

THIS WEEK I MAPPED
AND GAPPED THE
REQUIREMENTS TO
CONSOLIDATE EVERY-
THING INTO A
PROGRAM OF WORK...



... TO MAXIMIZE
SYNERGY CAPTURE
AND OPTIMIZE
OUR RESOURCE
UTILIZATION.



IF ANY OF THAT
SOUNDED LIKE
WORK, I'LL DO
SOME MORE OF
IT NEXT WEEK.

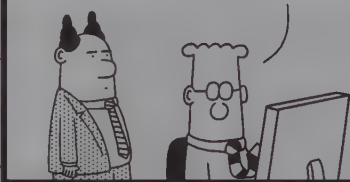


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RUN A SIMULATION
OF OUR PRODUCTIVITY
IF WE LOST HALF
OUR WORKFORCE TO A
PANDEMIC.



SHOULD I ASSUME WE
LOSE THE PRODUCTIVE
PEOPLE OR THE PEOPLE
WHO ASK OTHER PEOPLE
TO RUN PANDEMIC
SIMULATIONS?



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TRY
BOTH
WAYS.

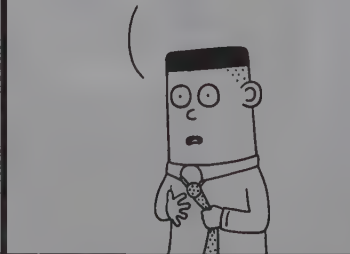
OKAY.
I'M
DONE.



MY JOB IS
AN ENDLESS SERIES
OF MIND-NUMBINGLY
UNIMPORTANT
TASKS.



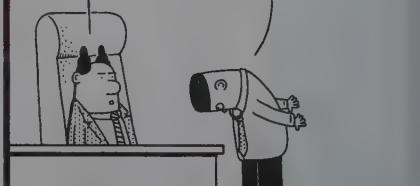
MY CENTRAL NERVOUS
SYSTEM IS STARTING
TO ATROPHY.

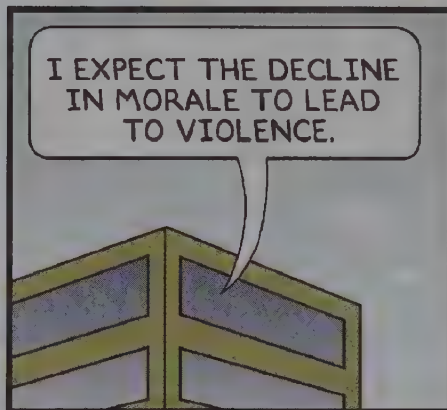
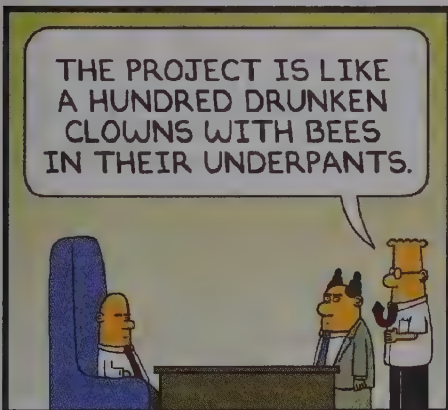
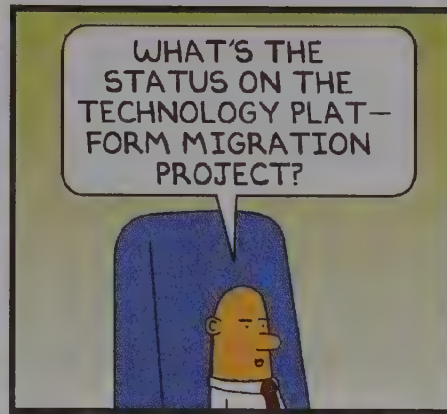


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I'M
KIND
OF
BUSY.

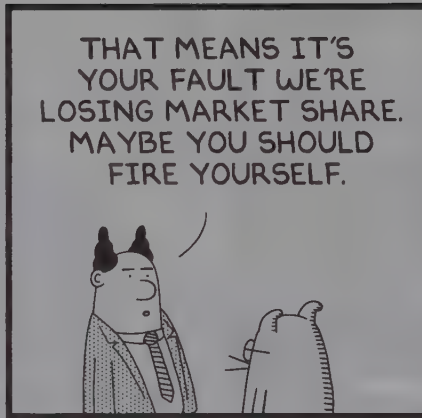
PUNCH ME
IN THE
HEAD SO I
CAN FEEL
SOMETHING.



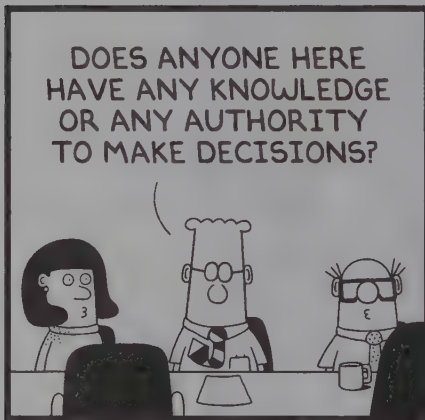
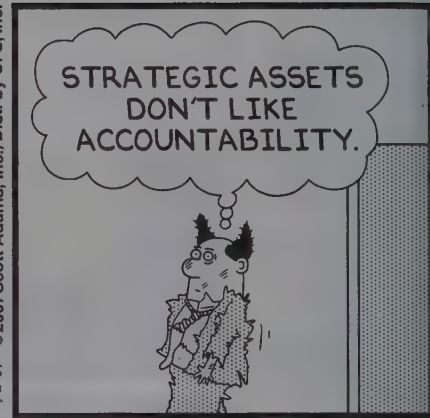


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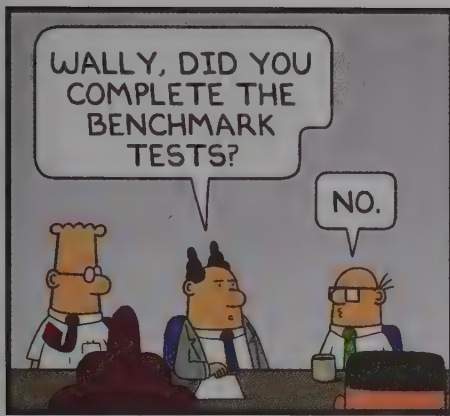


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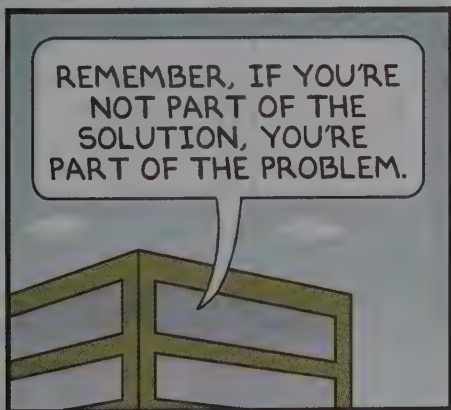


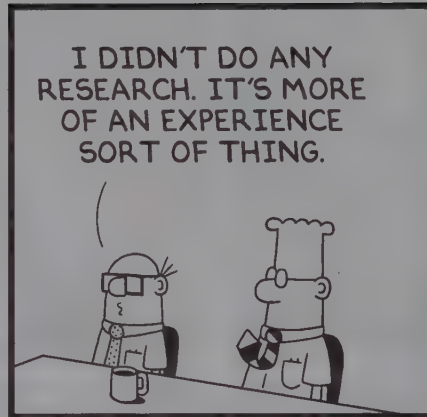
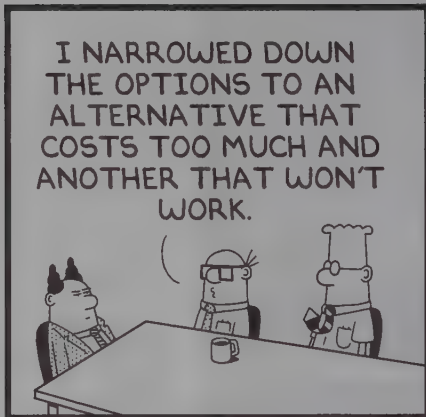
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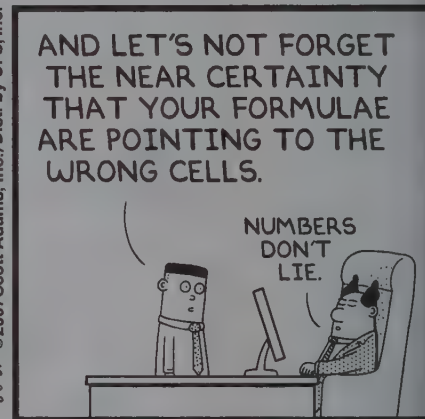
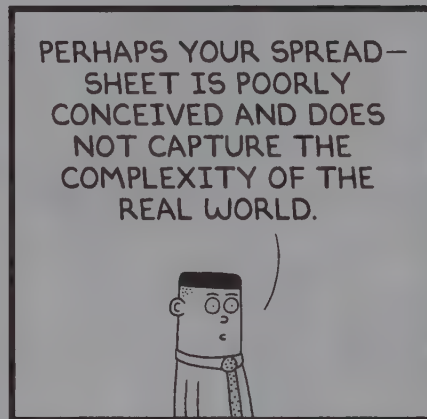


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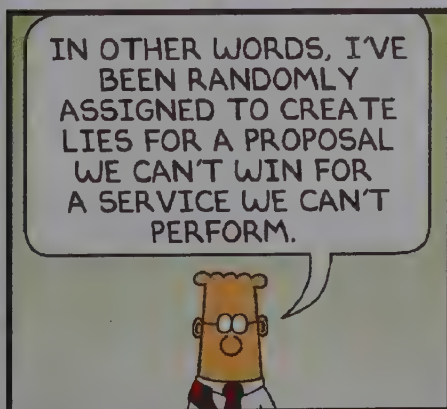
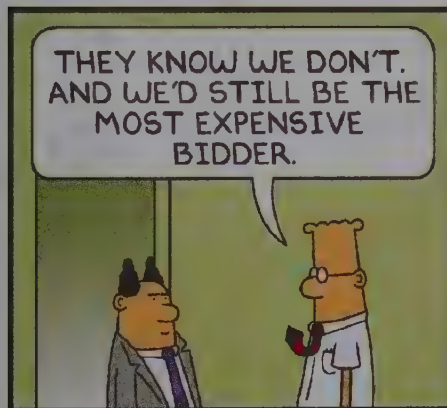
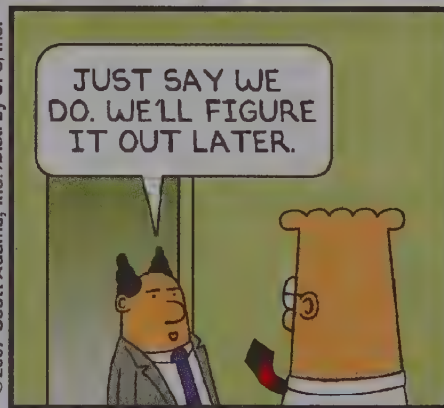
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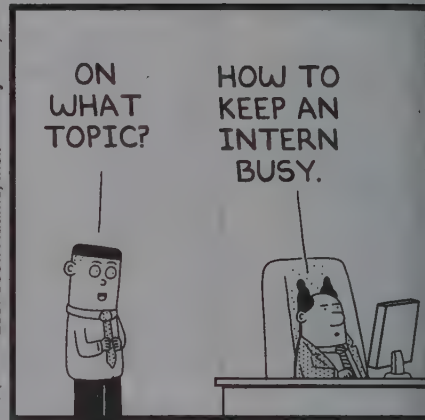


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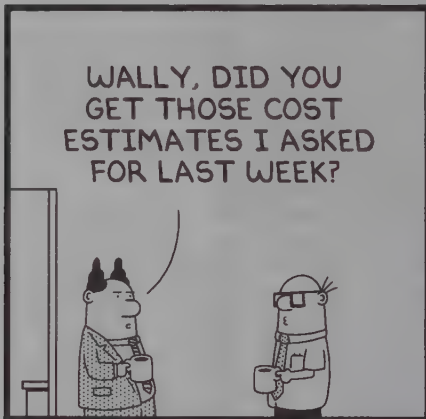


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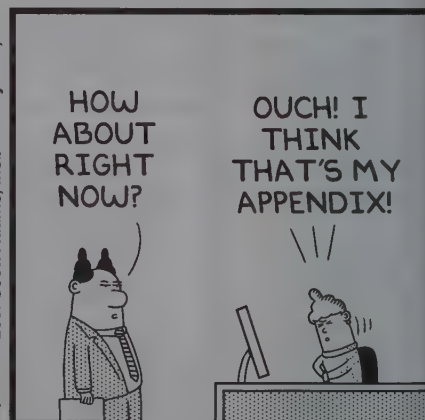
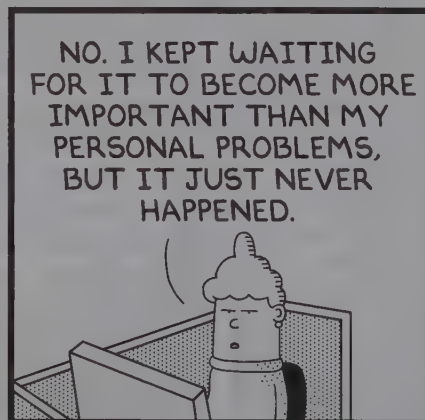
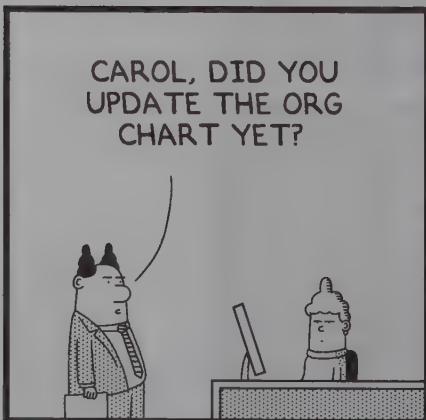
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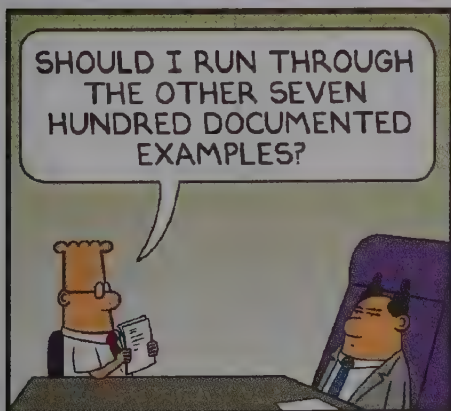
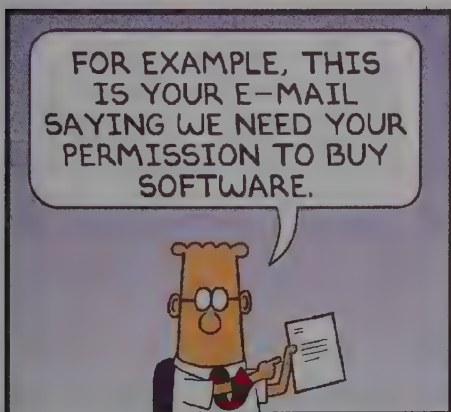
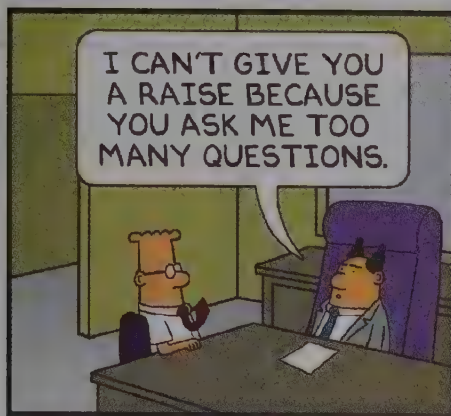
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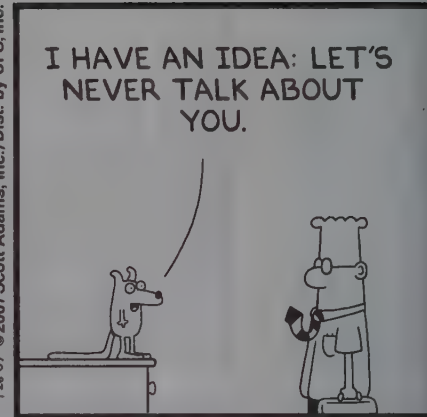
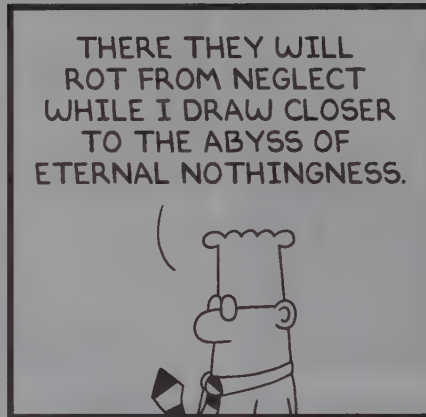


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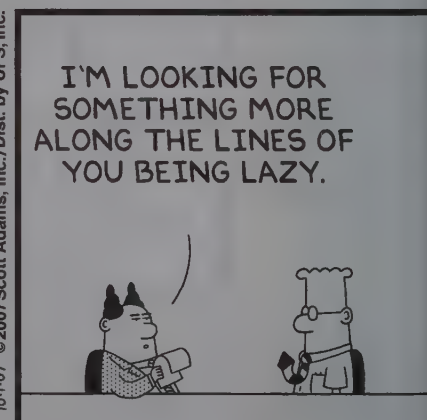
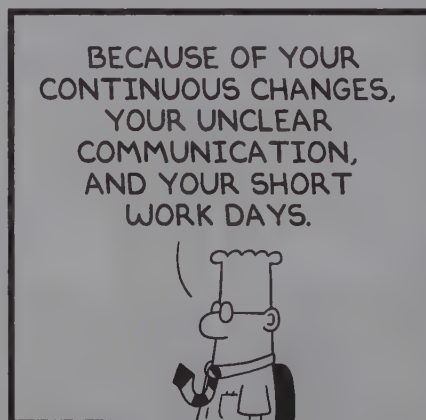
8/26/07



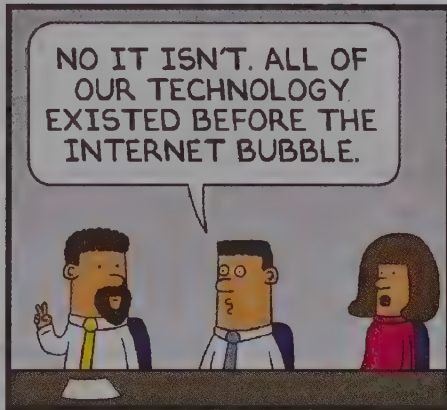
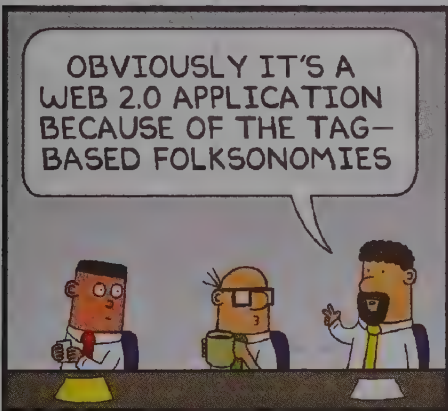
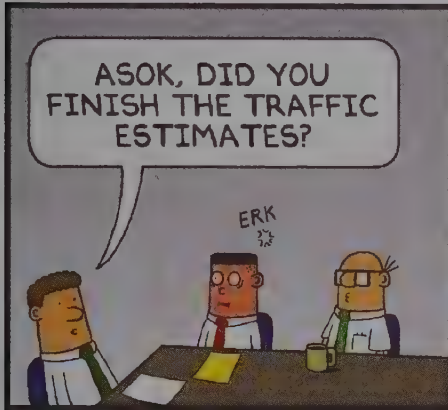
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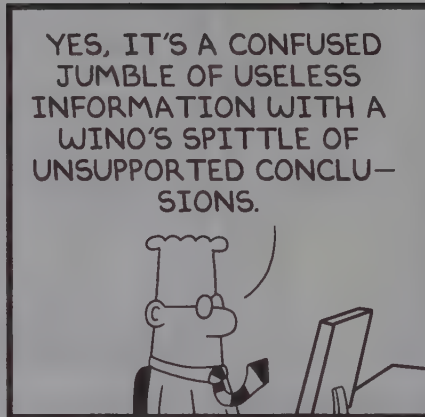
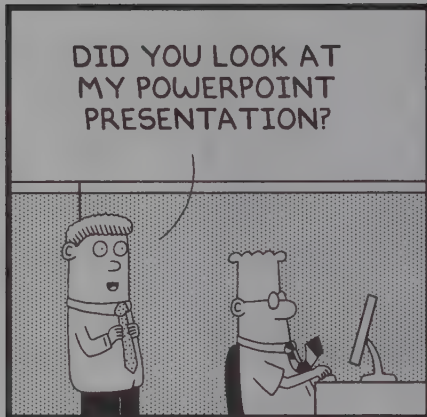


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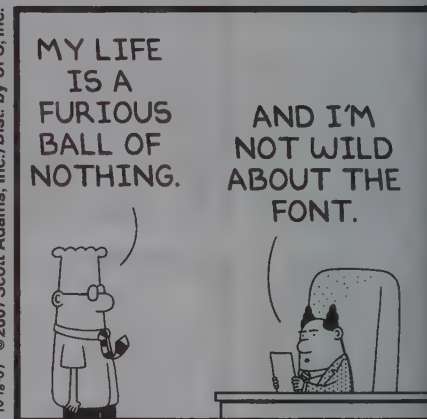
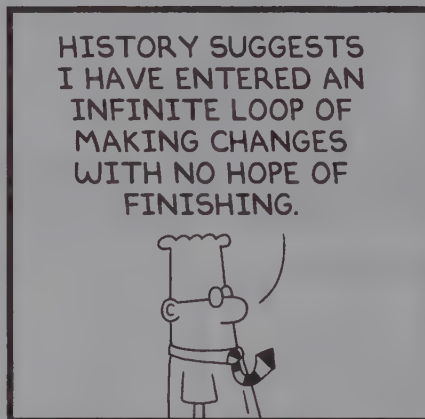
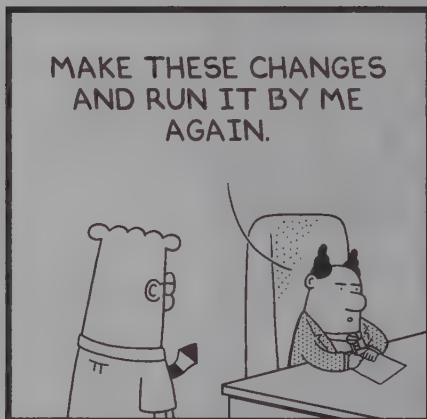


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9-9-07



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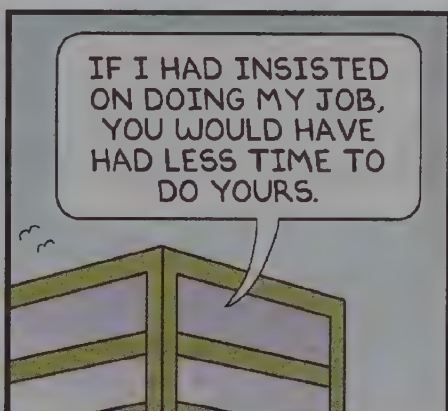
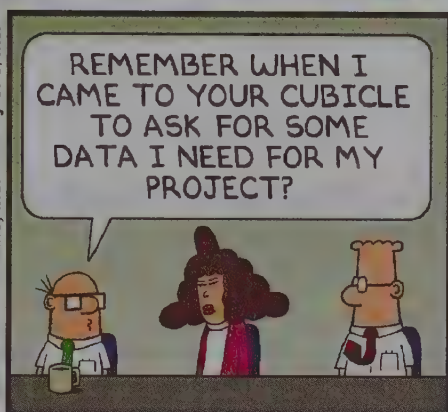
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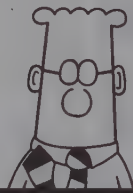
10-31-07



DON'T BRING ME PROBLEMS, BRING ME SOLUTIONS.



WHEN I BRING YOU SOLUTIONS, YOU TELL ME THEY WON'T WORK AND TREAT ME LIKE A MORON.



WHAT'S THE PROBLEM WITH THAT?



WHEN WILL I GET YOUR PROJECT STATUS REPORT?



YOU'RE ASKING FOR A STATUS REPORT ON THE STATUS OF THE STATUS REPORT?



RIGHT. WHEN CAN I GET THAT?



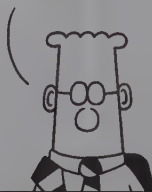
IT'S STARTING TO LOOK LIKE INFINITY.



I DON'T UNDERSTAND ANYTHING YOU DO, SO I ASSUME IT'S ALL USELESS.



MAYBE YOU COULD GO TO M.I.T. AND GET A DEGREE IN ENGINEERING SO YOU WOULD UNDERSTAND WHAT I DO.



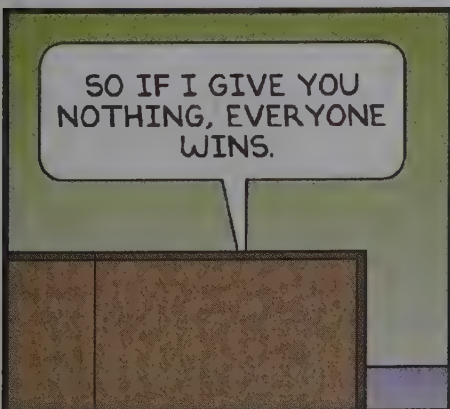
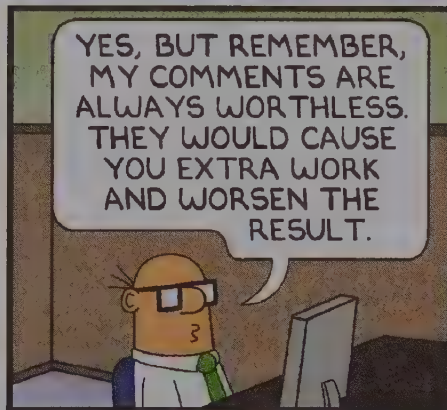
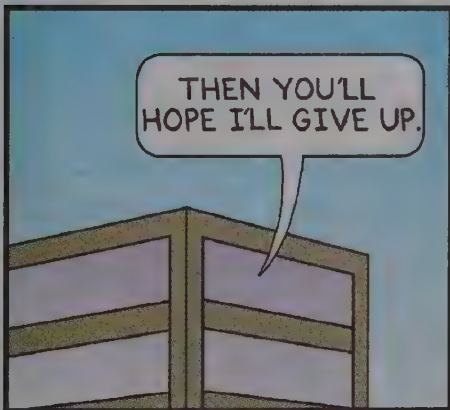
WOULD THAT BE EASIER THAN NOT GIVING YOU A RAISE?



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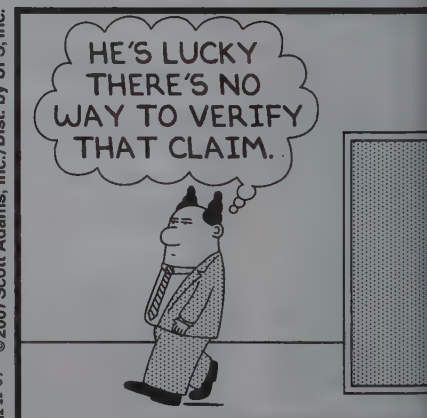
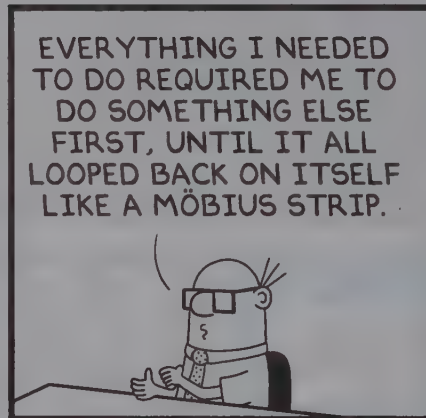
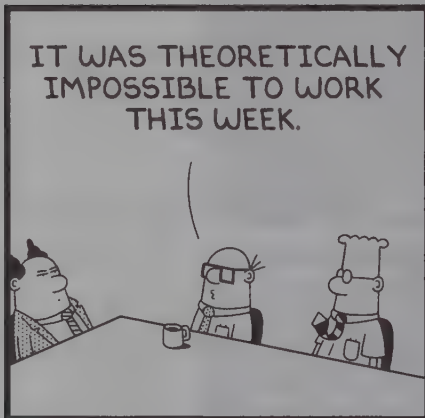
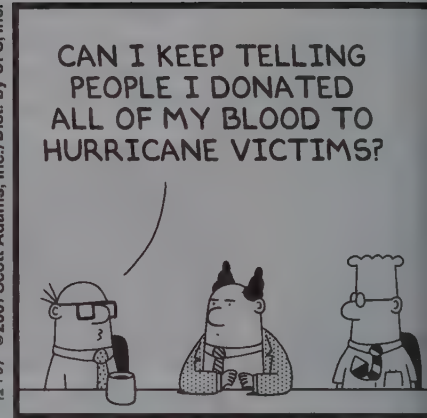
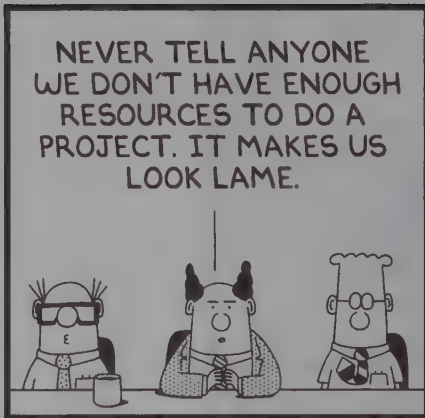
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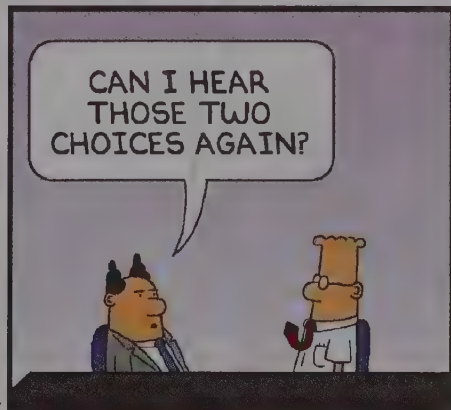
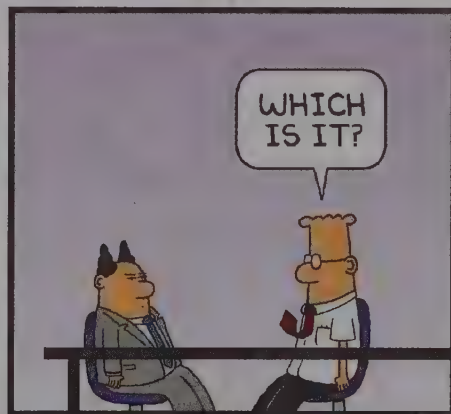
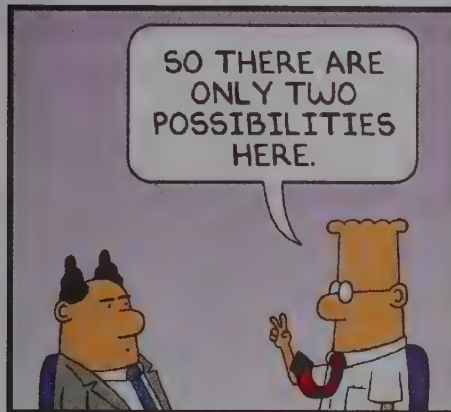
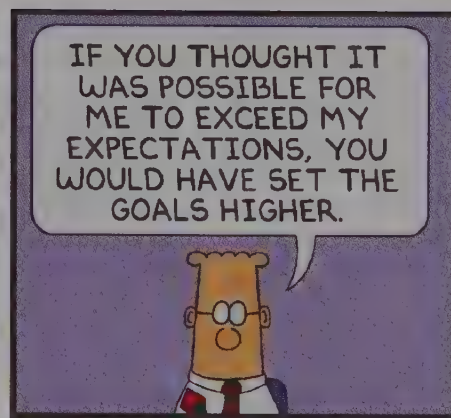
11-11-07



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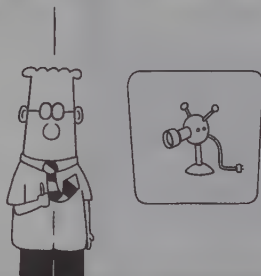
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12-16-07

THIS CONCLUDES THE
USEFUL PART OF MY
PRESENTATION.

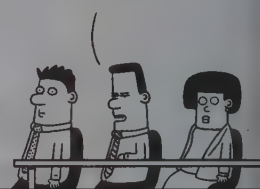


NOW LET'S OPEN THE
FLOOR TO SUGGESTIONS
FROM PEOPLE WHO ARE
UNQUALIFIED TO DO
THEIR OWN JOBS, MUCH
LESS MINE.



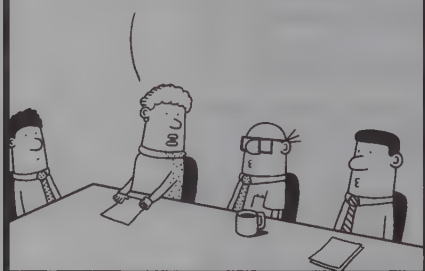
YES,
YOU
WITH
THE
FORE-
HEAD.

CAN YOU
MAKE THE
SOFTWARE
OUT OF
RECYCLED
PAPER?



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AND WALLY, DID YOU
FINISH YOUR PROJECT
TASKS FOR TODAY?



NO. I TOOK A CALCULATED RISK THAT
OTHER PEOPLE WOULD
NOT FINISH THEIR
TASKS EITHER, MAKING
MY LATENESS TOTALLY
IRRELEVANT.



THAT
IS THE
WORST...

I NEED
ANOTHER
WEEK.

UM...



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WALLY, DID
YOU FINISH
THE TRAFFIC
ESTIMATES?

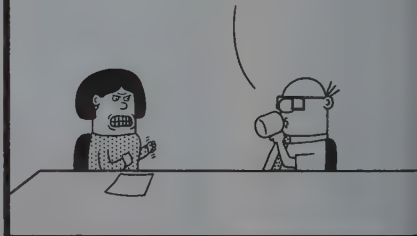
I DIDN'T
HAVE TIME.



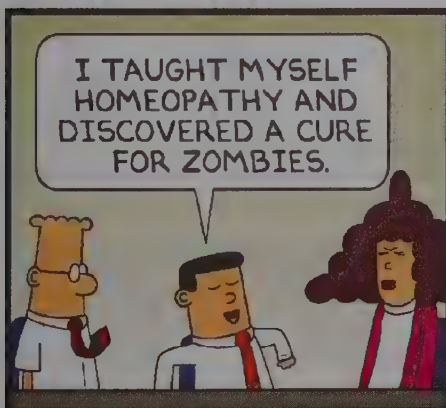
I SPENT ALL WEEK
SHOPPING ON THE
COMPANY'S ONLINE
SUPPLY ORDERING
SITE.

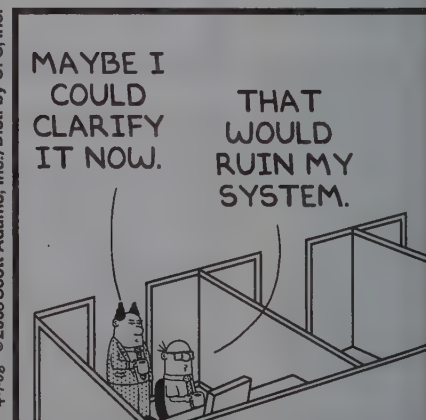
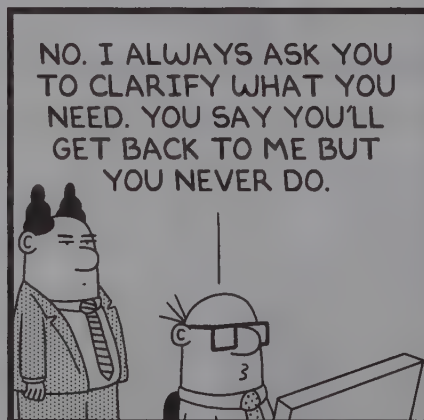
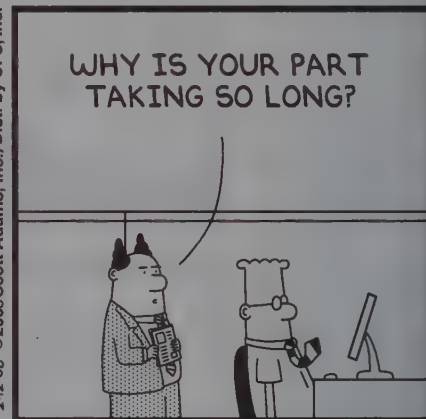
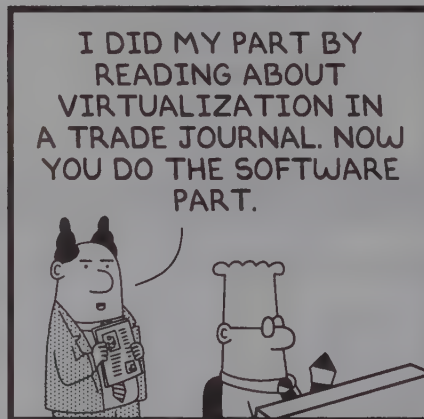
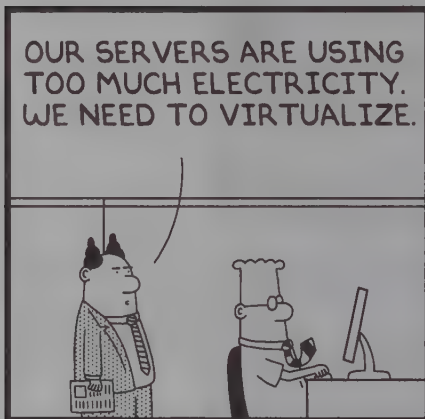
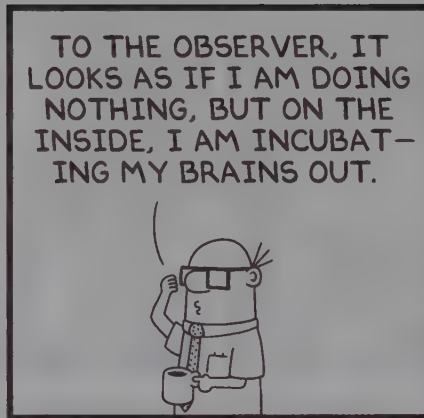
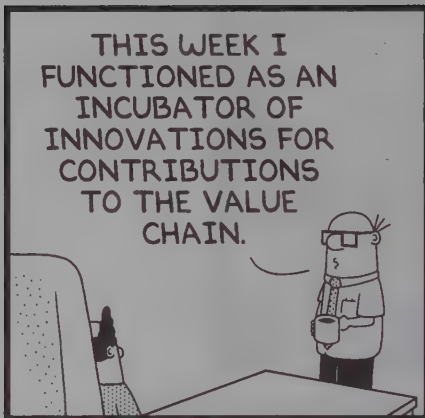


HEY, YOU CAN'T BLAME
THE GUY WHO JUST
USES THE ATTRACTIVE
NUISANCE.



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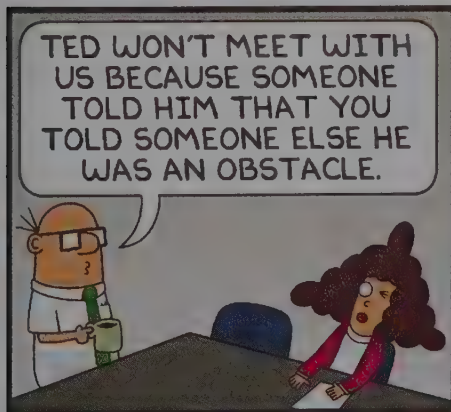
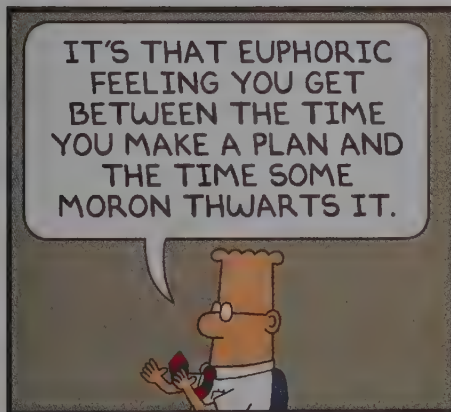




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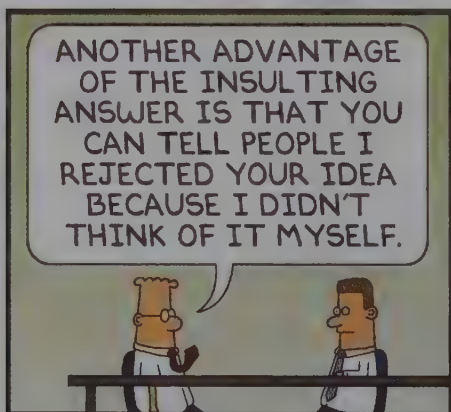
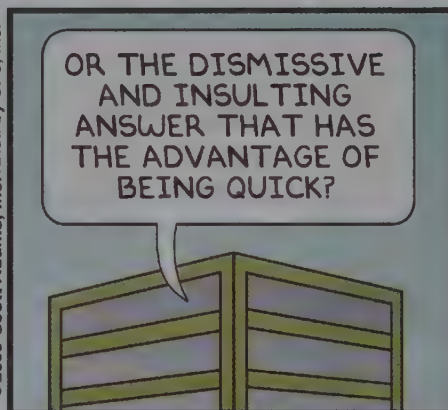
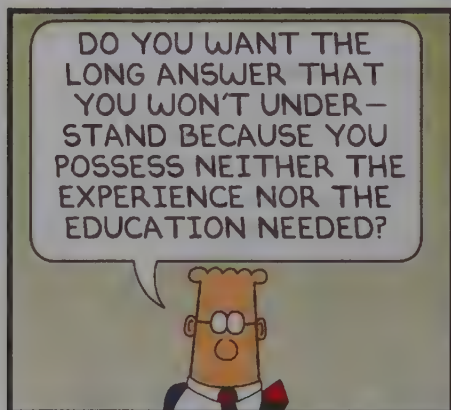
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1-27-08



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3-2-08

DID YOU
MAKE THE
CHANGES I
ASKED FOR?

THAT
DEPENDS.

DO YOU REMEMBER
WHAT YOU ASKED
ME TO CHANGE?

NO.

YUP, I
MADE THE
CHANGES.

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HEED MY ADVICE,
YOUNG ASOK. ONLY
AN IDIOT FINISHES
A PROJECT BEFORE
THE DEADLINE.

THE LESS TIME YOU
GIVE PEOPLE TO NITPICK,
THE MORE TIME YOU
HAVE TO PRETEND YOU
ARE OVERWORKED.

FREEDOM IS JUST
ANOTHER WORD FOR
PEOPLE FINDING OUT
YOU'RE USELESS.

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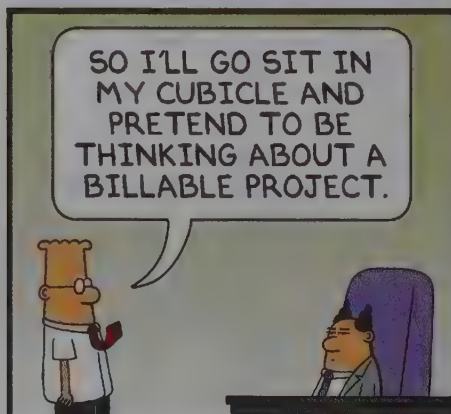
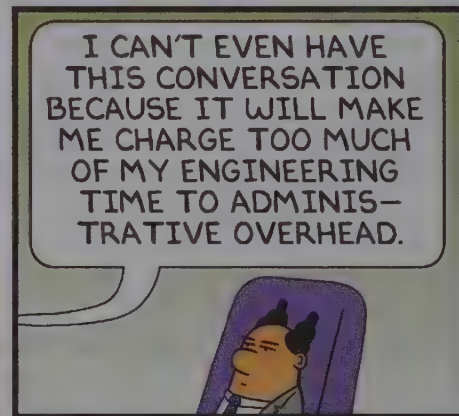
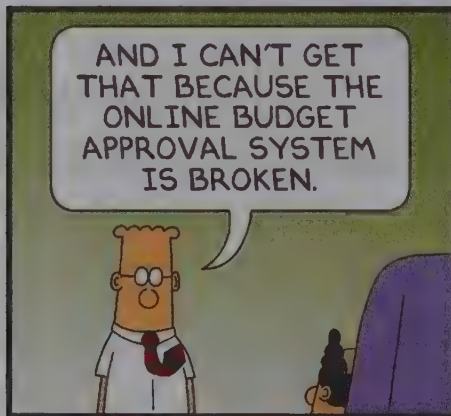
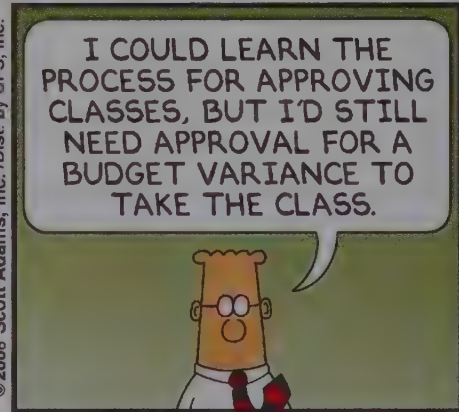
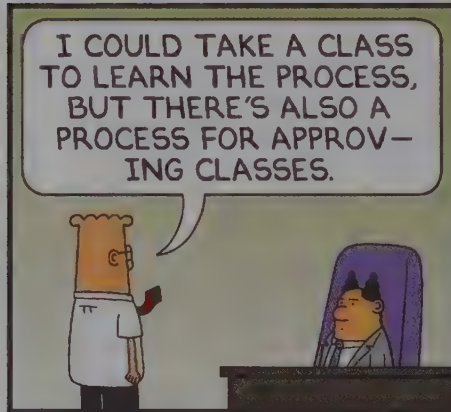
WE JUST DISCOVERED
THAT YOU ASSIGNED
THE SAME PROJECT TO
BOTH OF US A MONTH
AGO.

SOMETIMES I DO THAT
WHEN I THINK NEITHER
OF YOU HAS MORE THAN
A 50% CHANCE OF DOING
SOMETHING RIGHT.

HEY, I JUST
DISCOVERED
SOMETHING.

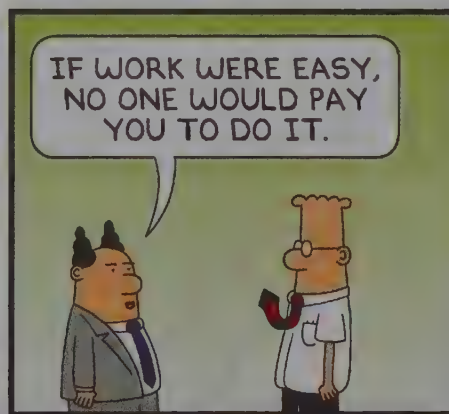
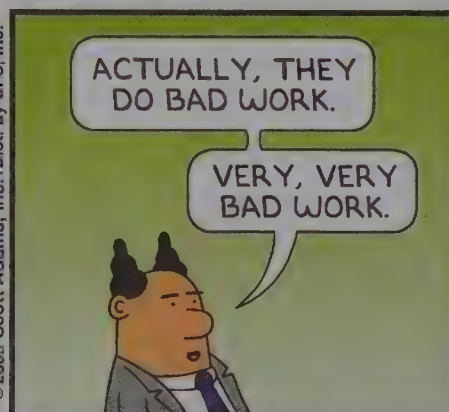
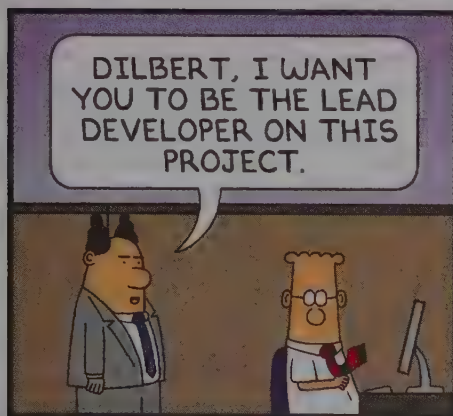
OR
33.3%

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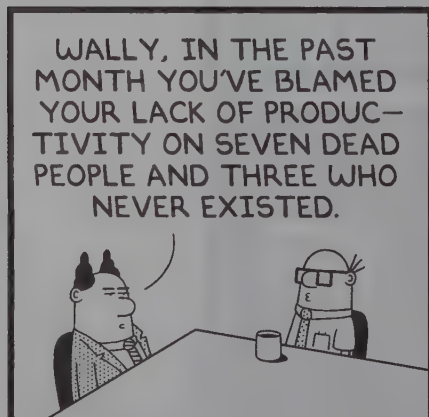
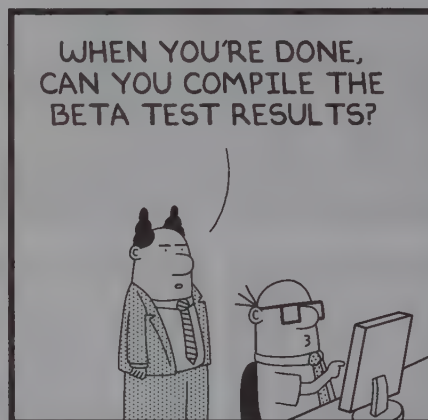
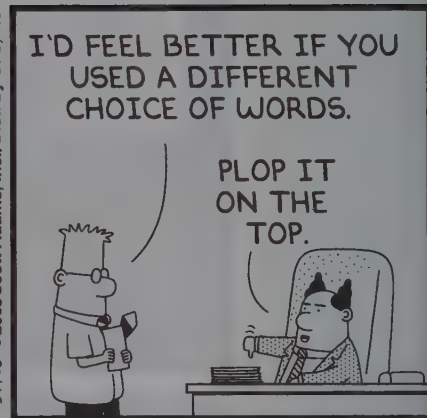
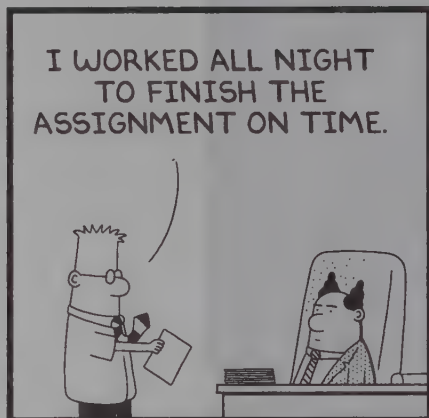
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3-9-08



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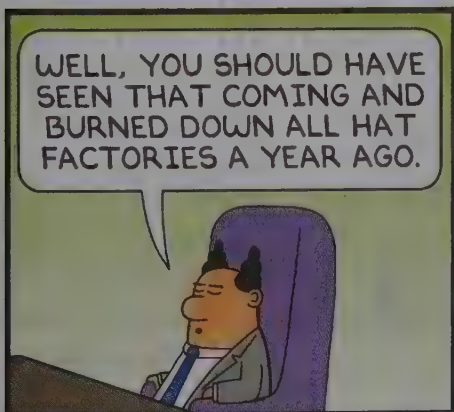
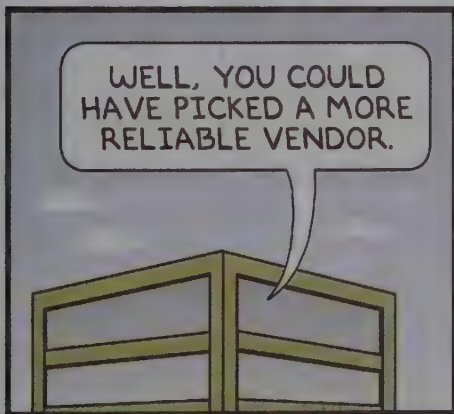
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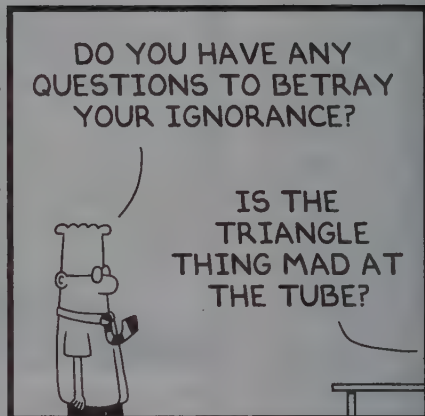
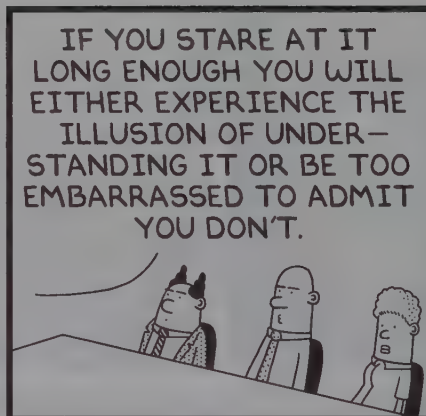
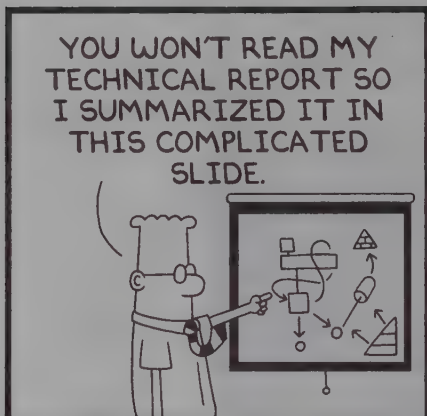
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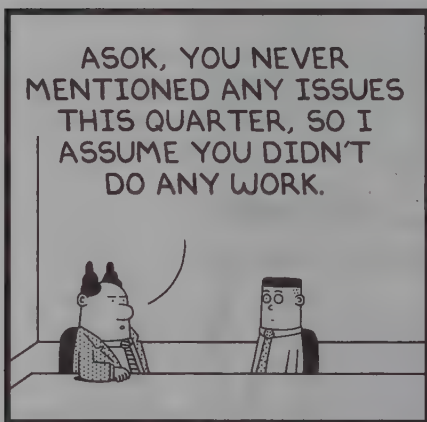


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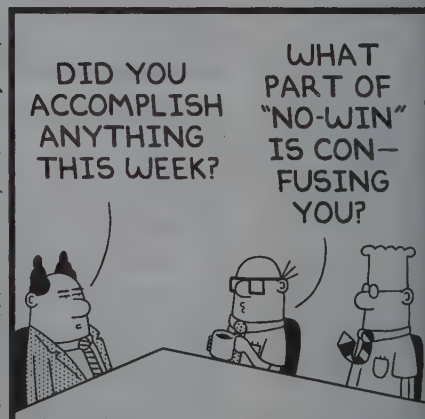
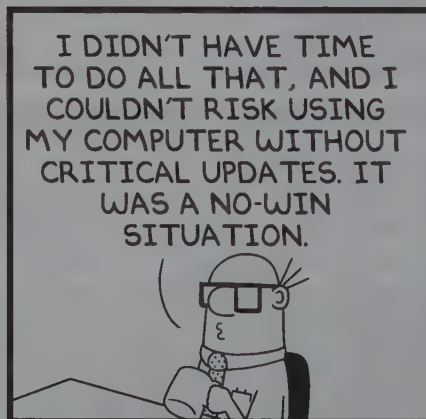
6-1-08



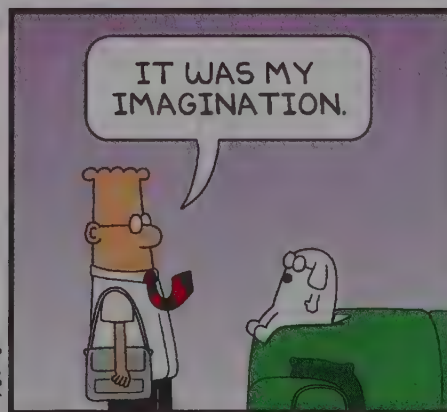
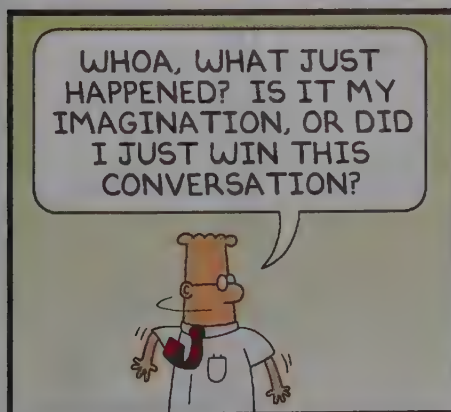
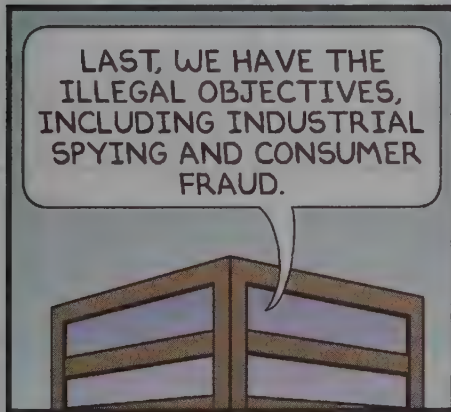
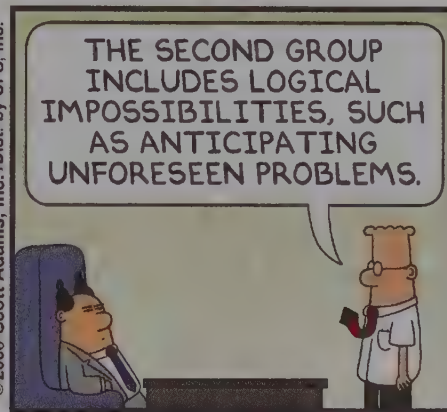
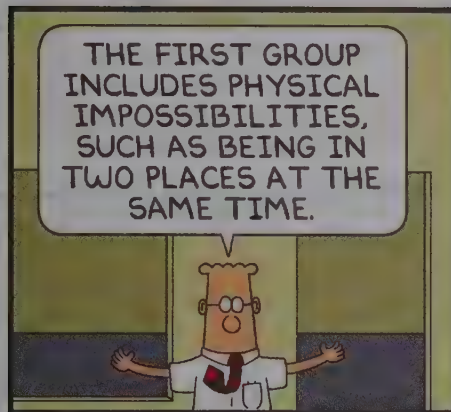
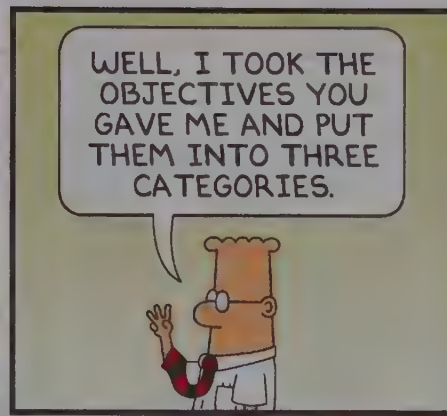
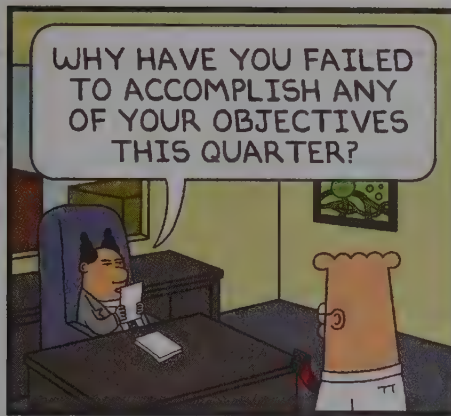
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7-30-08

OUR GRAPHICS DEPARTMENT IS TOO BUSY TO HELP ME AND WON'T APPROVE OUTSIDE SERVICES.



THEY'RE FORCING ME TO FAIL SO THEY CAN JUSTIFY A BIGGER BUDGET NEXT YEAR.

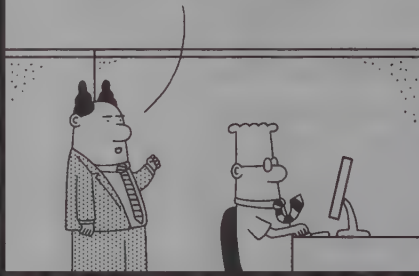


IF YOU NEED ME, I'LL BE IN MY CUBICLE TRYING TO IMAGINE WHAT FUTILITY DOESN'T FEEL LIKE.



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HOW WOULD YOU LIKE TO BE IN CHARGE OF THE LEGACY SYSTEMS?

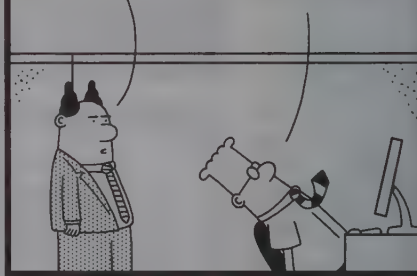


THAT'S LIKE BEING THE BIGGEST RIND IN THE COMPOST HEAP.



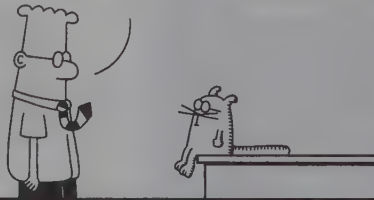
DO IT ANYWAY.

I SURRENDER TO THE BACTERIA.

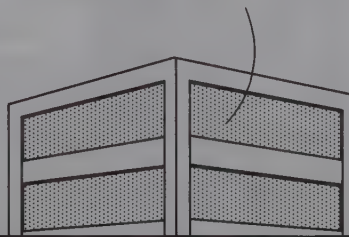


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I WORRY THAT BEING ASSIGNED TO WORK ON THE LEGACY SYSTEMS WILL MAKE ME APPEAR LESS VALUABLE IN THE FUTURE.



YOU HAVE MY WORD THAT YOU COULD NEVER APPEAR LESS VALUABLE THAN YOU ARE NOW.



WHY DO YOUR ASSURANCES MAKE ME FEEL WORSE?

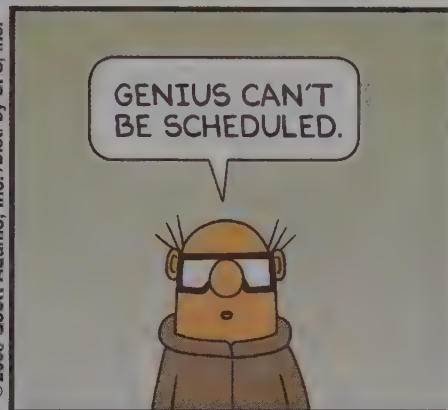
YOUR NEW DRESS CODE IS "TROLL."



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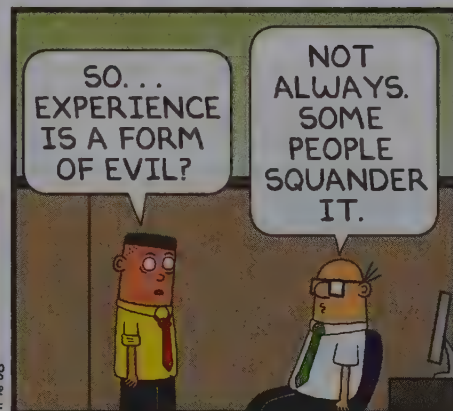
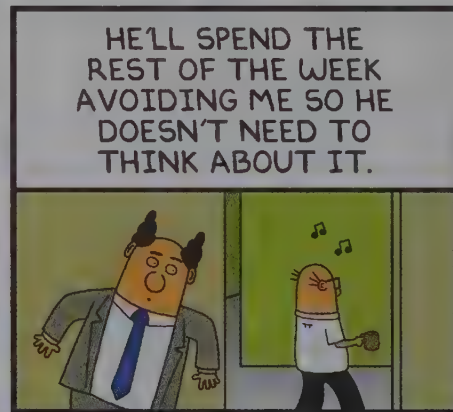
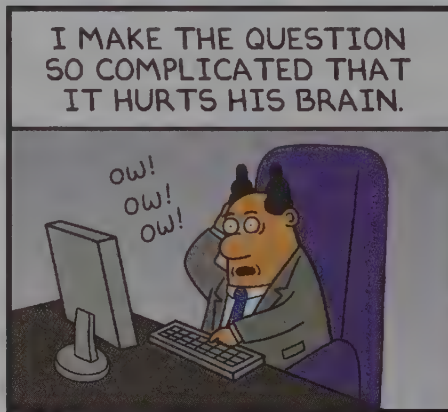
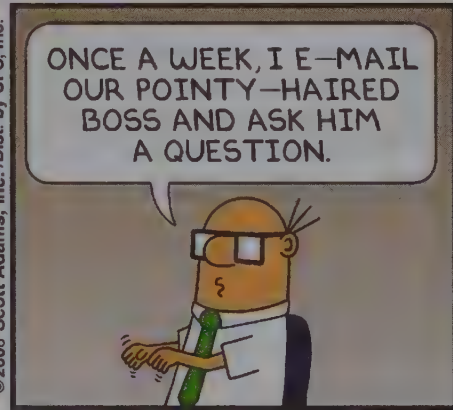


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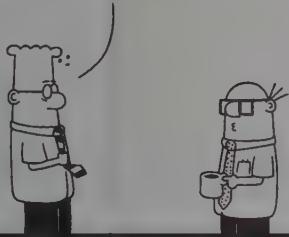




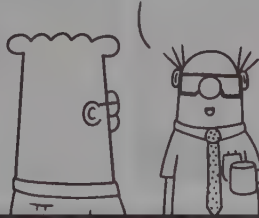
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11-14-08

I'M TENSE BECAUSE
THE COMPANY IS
DOWNSIZING AND
I HAVE NO PROJECT.



BEING WORTHLESS
AT WORK IS ONLY HARD
FOR THE FIRST TEN
YEARS. AFTER THAT,
IT'S A LIFESTYLE.



I DIDN'T
SAY I WAS
WORTH-
LESS.



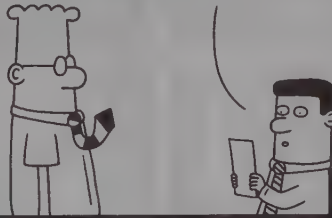
NOW YOU'RE
MAKING ME
NOSTALGIC
FOR MY
OLD DENIAL
PHASE.



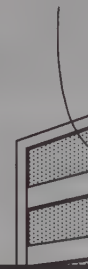
IN MY SPARE
TIME I CAME UP
WITH AN IDEA FOR
YOUR PROJECT.



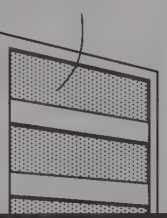
YOUR IDEA IS SO
GOOD THAT IT MAKES
ALL THE WORK I DID
FOR THE PAST YEAR A
MISERABLE MISTAKE.



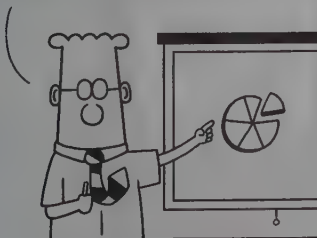
YOU'RE
WELCOME.



I CAN'T
LET YOU
LEAVE THIS
CUBICLE
ALIVE.



I DIDN'T HAVE
ANYTHING USEFUL
TO SAY SO I MADE
THIS PIE CHART.



OOOH!

OOOH!

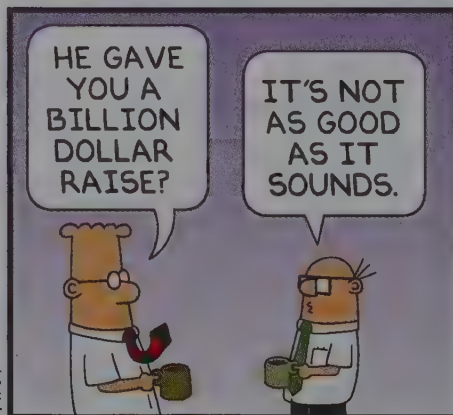
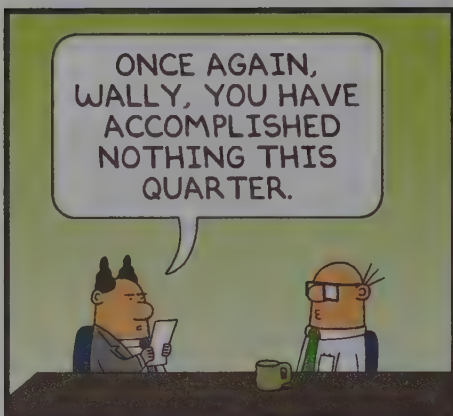
IT MUST
BE TRUE
BECAUSE
IT'S PIE.



THAT
WORKED
TOO
WELL.



I PLEDGE
MY LIFE
AND MY
FORTUNE
TO THE PIE!



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1-11-09

MY PROJECT IS
UNFUNDED, JUST
THE WAY I LIKE IT.

I SPEND MY ENTIRE
DAY FORWARDING
FUNNY E-MAILS AND
LUBRICATING MY
BOWELS WITH COFFEE.

ALLOW
ME TO
EXPLAIN
SOME-
THING...

BETTER
MAKE IT
FAST!

I'LL NEVER
BE ABLE TO
FINISH MY
PROJECT ON
TIME.

YOU NEED
TO TAKE
OWNER-
SHIP.

CAN I HIRE MORE
PROGRAMMERS?

NO.

CAN I REDUCE
THE NUMBER
OF FEATURES?

NO.

SO... I'M JUST
TAKING OWNERSHIP OF
THE FAILURE?

DON'T BE
GREEDY.

I COULDN'T DO ANY
WORK THIS WEEK
BECAUSE MY PROJECT
DOESN'T HAVE A
CHARGE CODE.

THE CHARGEBACK GROUP
WON'T ANSWER MY
E-MAILS, AND OUR
ETHICS RULES FORBID
ME FROM USING A
FALSE CODE.

IT'S ANOTHER
FAILURE OF MAN-
AGEMENT, BUT I
KNOW YOU CAN DO
BETTER NEXT WEEK.

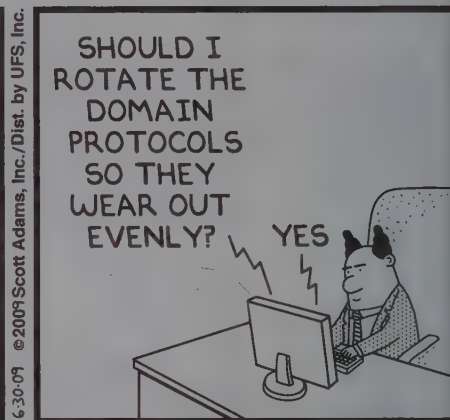
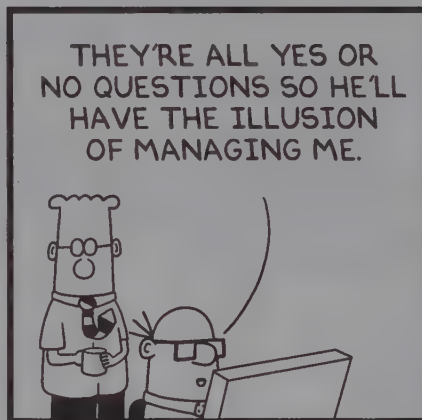
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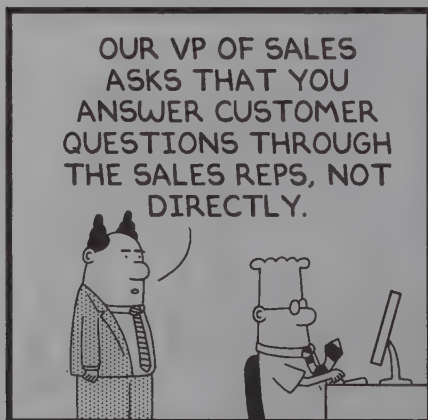
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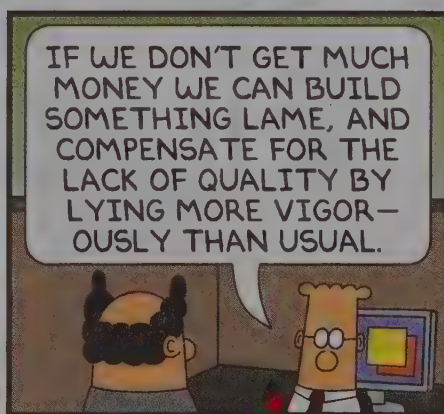
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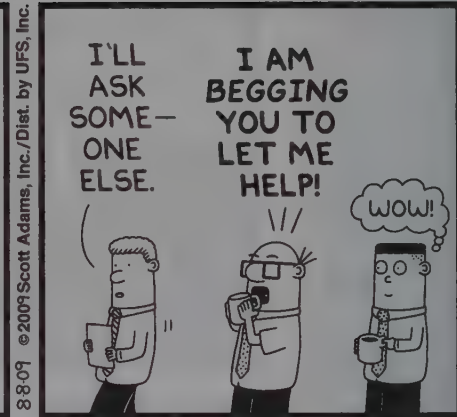
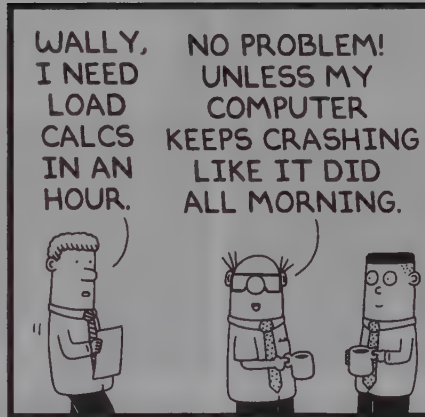
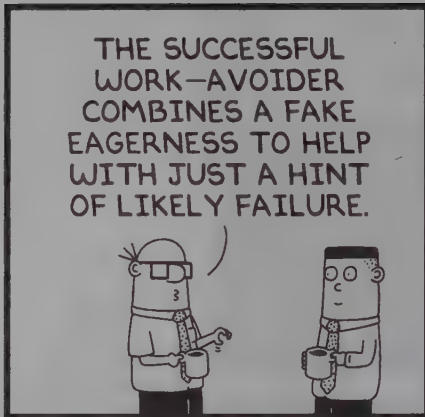


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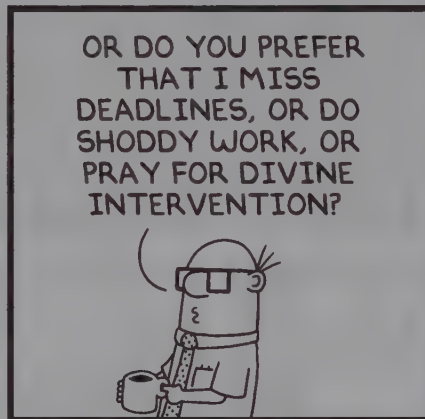


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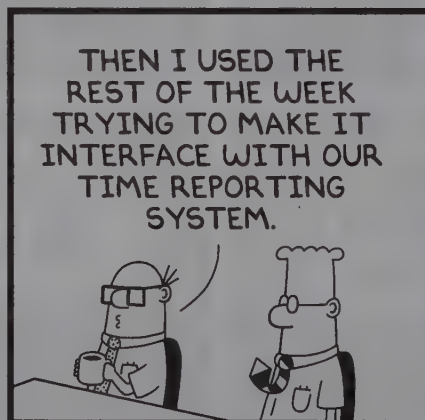
7-26-09



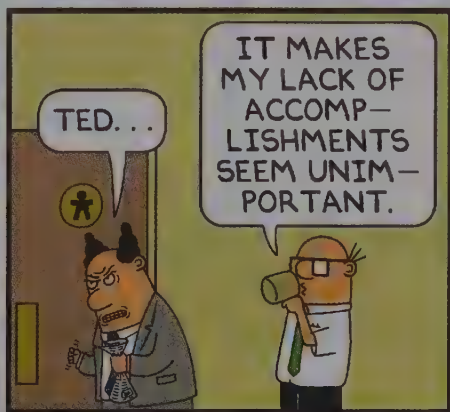
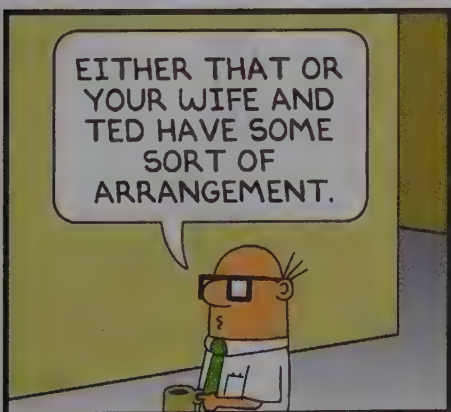
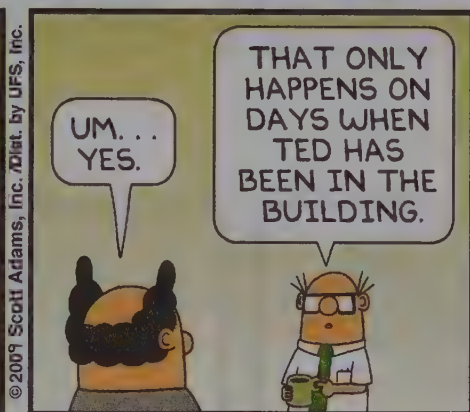
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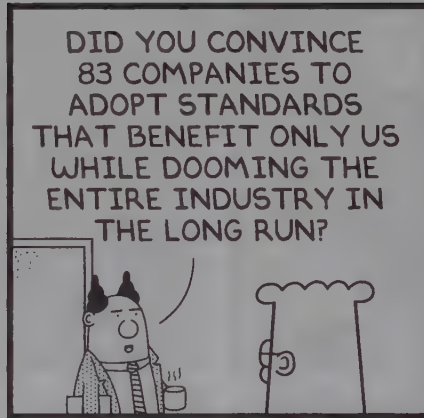


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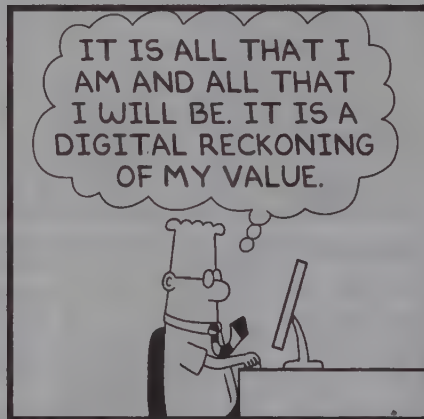
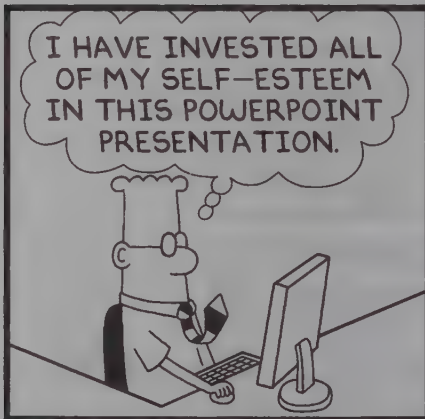
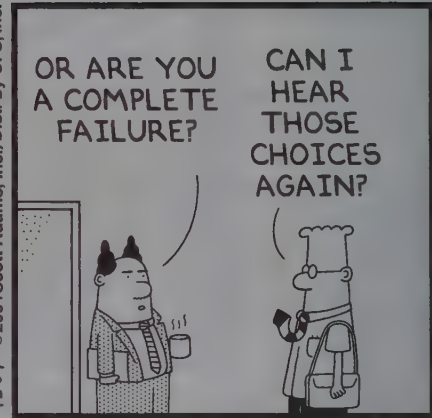


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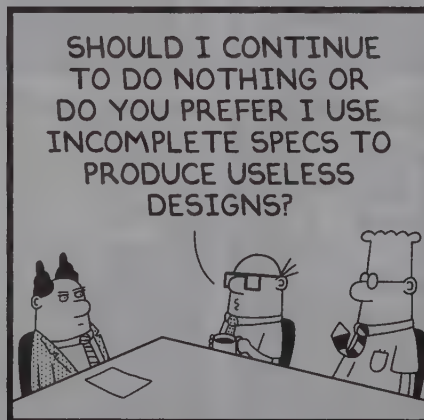
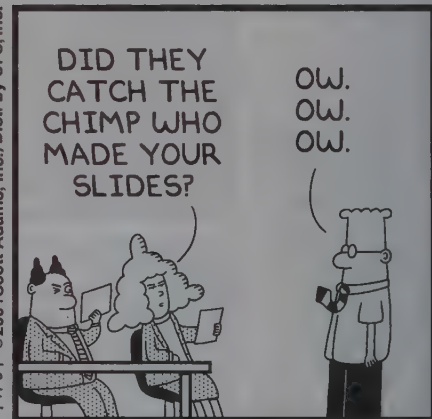
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YOU'RE PAYING
CONTRACTORS TO DO
WORK THAT I COULD DO
IF I WEREN'T ALWAYS
IN UNPRODUCTIVE
MEETINGS.



YOU COULD HIRE
TEMPS TO ATTEND THE
UNPRODUCTIVE MEET-
INGS FOR ME, AND FIRE
THE MORE EXPENSIVE
CONTRACTORS.



WHY DON'T I
UNDERSTAND
WHAT YOU
JUST SAID?

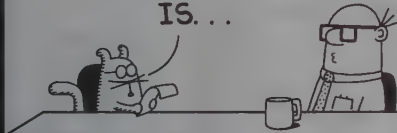
BECAUSE
IT MADE
SENSE?



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CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

ACCORDING TO YOUR
SKILLS INVENTORY,
THE ONLY THING YOU
ARE GOOD AT
IS...



... DIVERTING
ATTENTION FROM
YOUR OWN LACK OF
VALUE.



IS IT JUST ME, OR
IS THERE A DEADLY
GAS LEAK IN THE
BUILDING?



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CAROL, I'D LIKE
TO TALK TO YOU
ABOUT YOUR
CAREER GOALS.



MY CAREER GOAL IS
TO TAKE OVER THE
DEPARTMENT BY
TRICKING YOU INTO
A FATAL ACCIDENT,
THEN TELLING EVERY-
ONE YOU'RE JUST
WORKING FROM HOME.

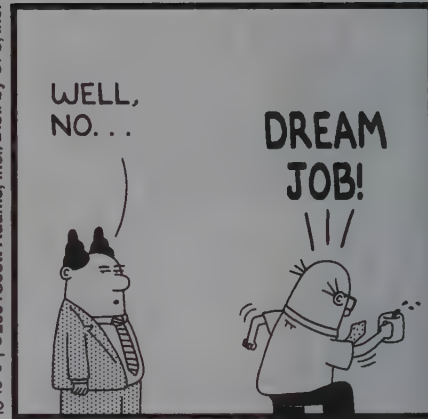
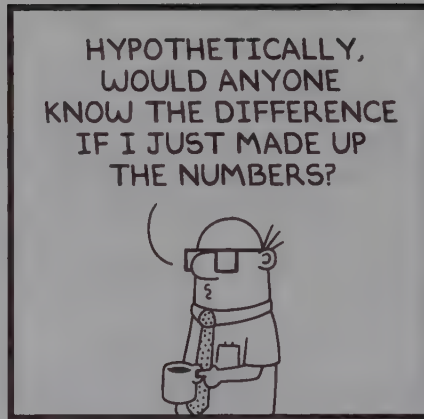


THAT'S
NOT
RIGHT.

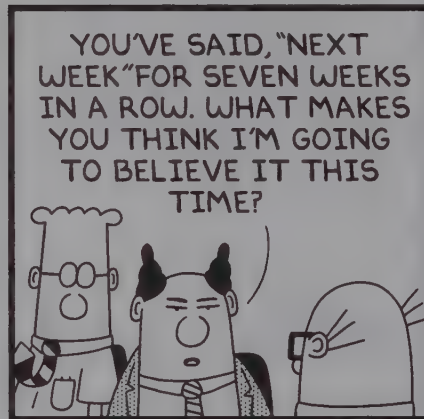
SO YOU'RE
SAYING I
SHOULD SET
MY GOALS
LOW?



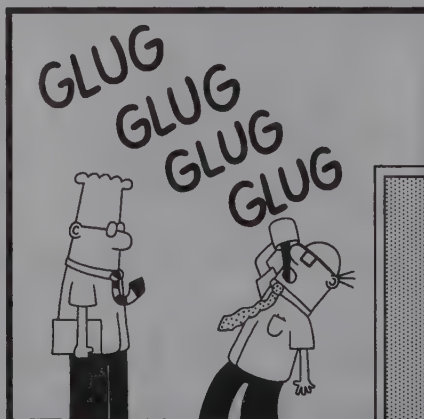
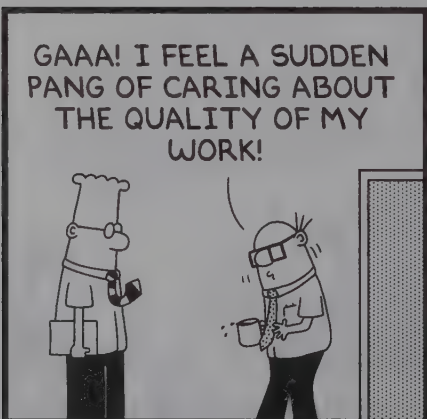
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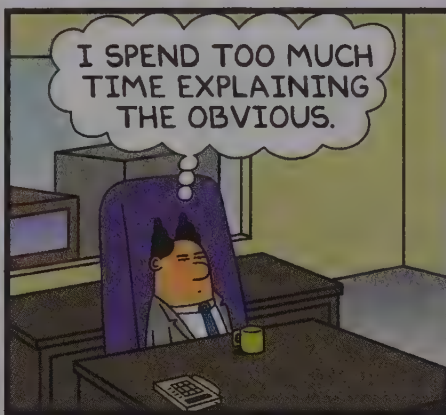
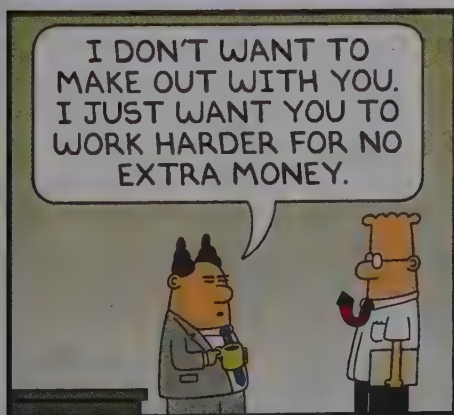
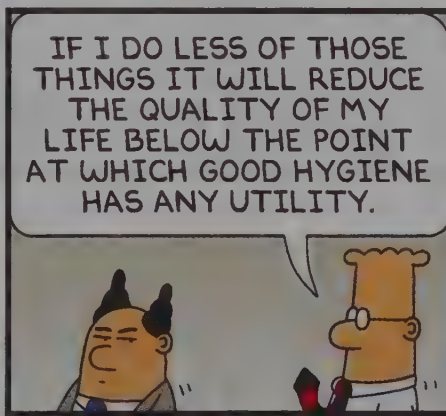
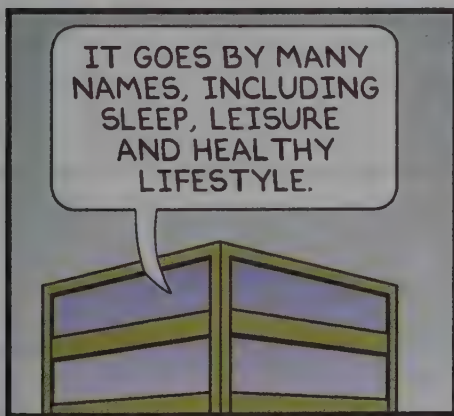
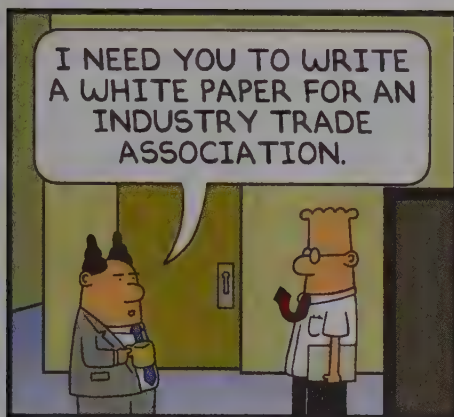
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10-18-09

WALLY, WHEN YOU DON'T GIVE 100%, IT'S UNFAIR TO YOUR CO-WORKERS WHO HAVE TO PICK UP THE SLACK.



ACTUALLY, I'M PRETTY SURE THEY LIKE HAVING LESS COMPETITION FOR RAISES



THERE'S NO BUDGET FOR RAISES THIS YEAR.



YEAH, I WOULDN'T MENTION THAT TO THE OTHERS



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LET'S IMPLEMENT CLOUD COMPUTING SO I HAVE SOMETHING TO TALK ABOUT AT THE EXECUTIVE MEETING.



TELL THEM WE'RE EVALUATING IT. THAT WAY NEITHER OF US NEEDS TO DO ANY REAL WORK.



I LIKE IT WHEN YOU DO REAL WORK.



SORRY. I THOUGHT YOU WERE LEADING BY EXAMPLE.



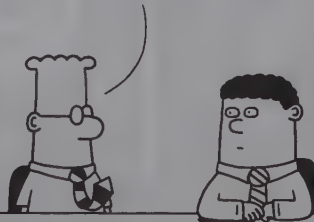
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MORGAN: THE MAN WITH NO COMMUNICATION "SKILLS"

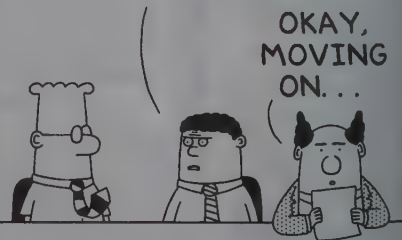
THEY DECIDED TO DO OPTION ONE.



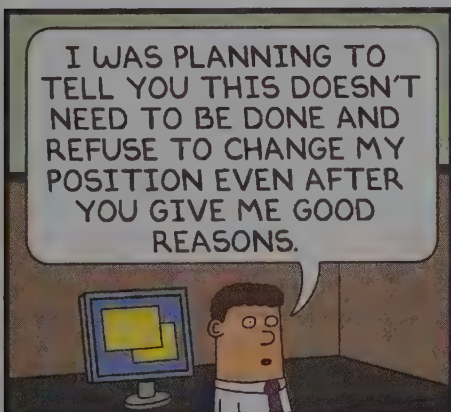
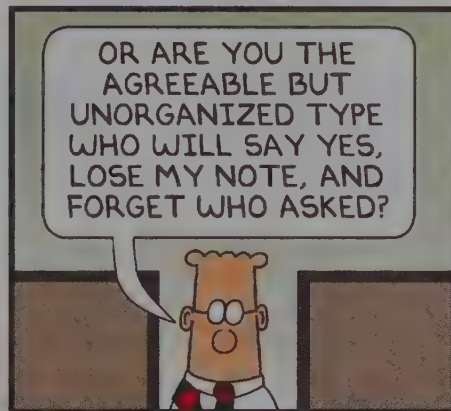
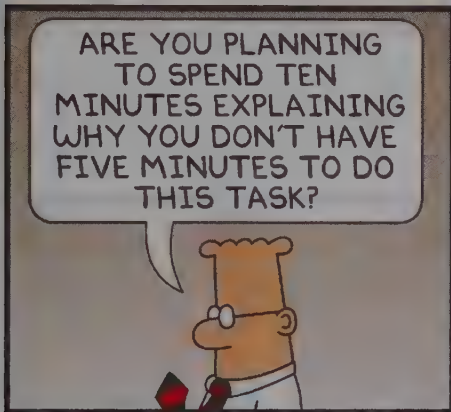
WHO IS "THEY"? WHAT IS OPTION ONE? AND ARE THEY TESTING OR IMPLEMENTING?



YOU JUST EARNED YOURSELF A CREEPY STARE UNTIL THE TOPIC CHANGES.

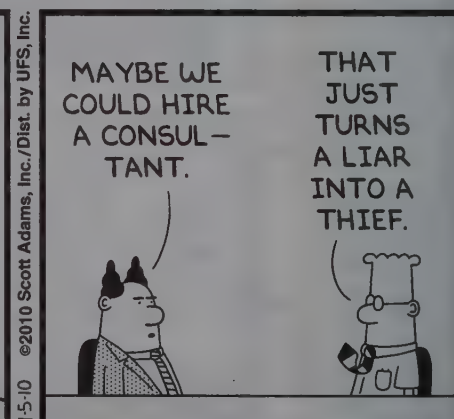
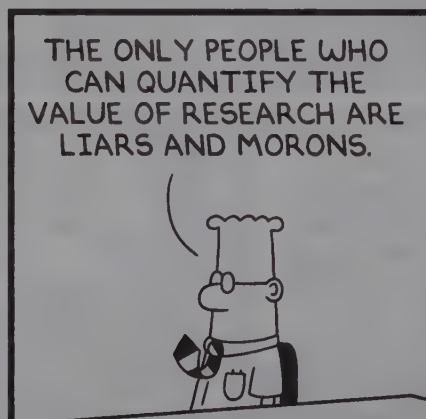
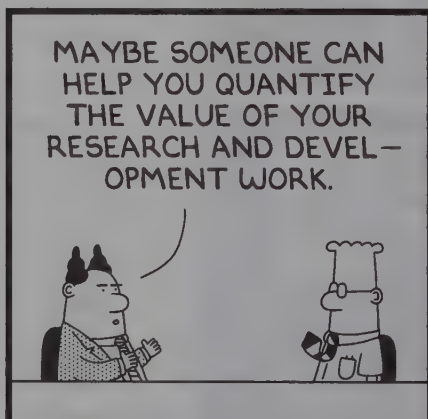
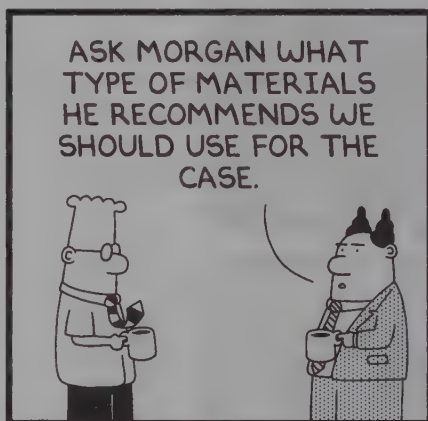


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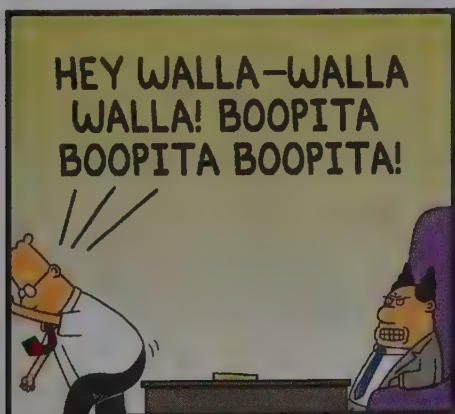
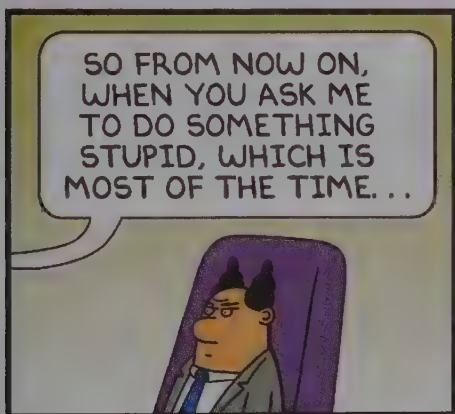
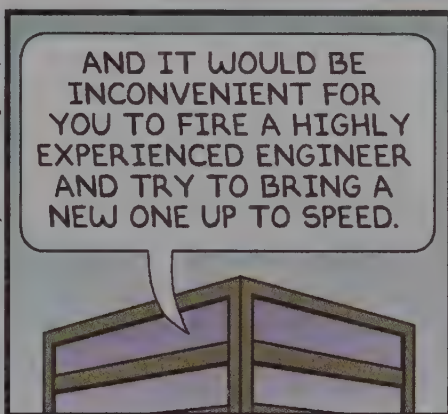
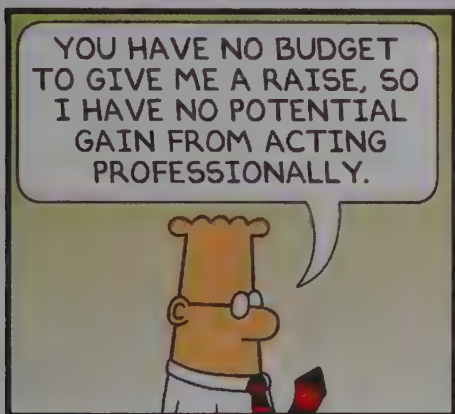
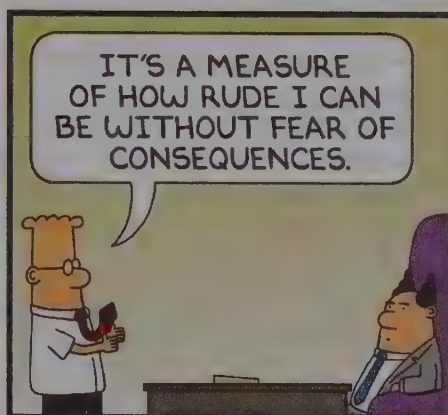
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11-22-09

WALLY, I
NEED YOU
TO WORK
WITH A
GREATER
SENSE OF
URGENCY.



THE BIBLE
SAYS, "GOOD
THINGS
COME TO
THOSE WHO
WAIT."



SO IT'S BASICALLY
YOU AGAINST GOD.
LET ME KNOW WHEN
YOU TWO GET IT
SORTED OUT.



REALLY?
THERE WAS
THUNDER
WHEN HE
DOUBTED
YOU?



I SYNCH-
RONIZE MY
EXCUSES TO
WEATHER
FORECASTS.



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LET'S SCHEDULE A
SCENARIO-BASED
ROUNDTABLE DISCUS-
SION ABOUT OUR
ENTERPRISE PROJECT
MANAGEMENT.



WE'LL USE OUR INFRA-
STRUCTURE SURVEY
TOOL TO ARCHITECT A
RISK-BASED TIERING
SYSTEM.



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THAT
ALMOST
MEANT
SOME-
THING.



I'M
TEMPTED
TO STOP
ACTING
RANDOMLY.



ANOTHER
DIVISION
NEEDS YOUR
HELP FOR A
SIX-MONTH
PROJECT.



WHO
WILL DO
MY WORK
HERE?



YOU'LL KEEP DOING
THIS JOB TOO, BUT
ONLY THE THINGS
THAT MATTER.

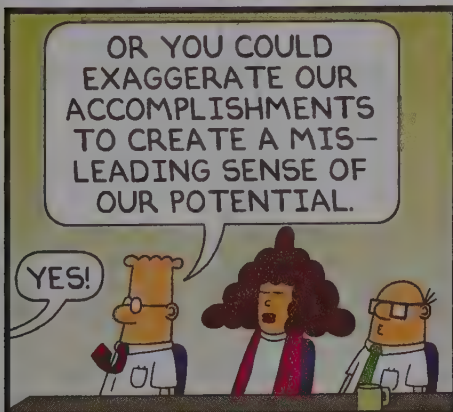
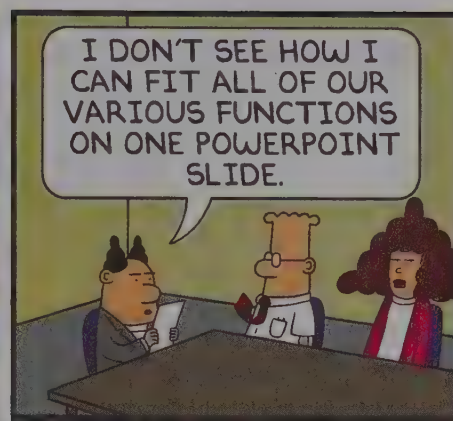


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HOW LONG HAVE I BEEN
DOING THINGS THAT
DON'T MATTER?

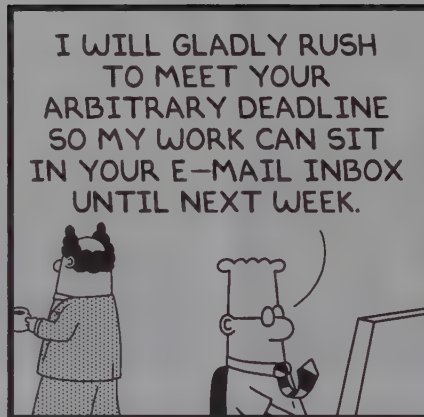
OOPS.



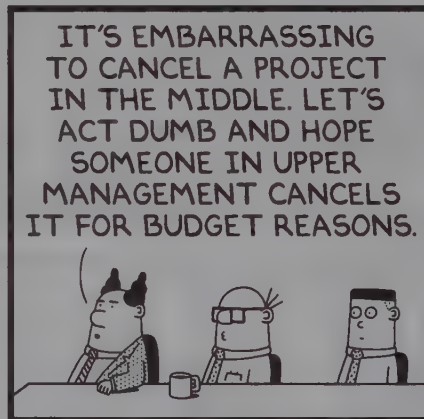
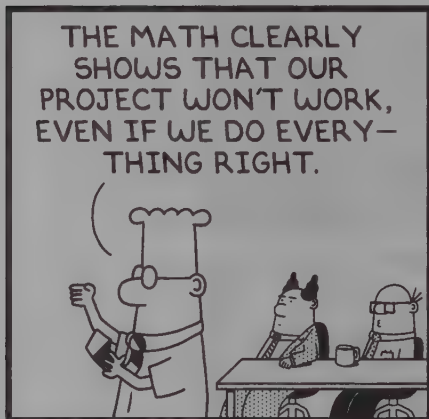


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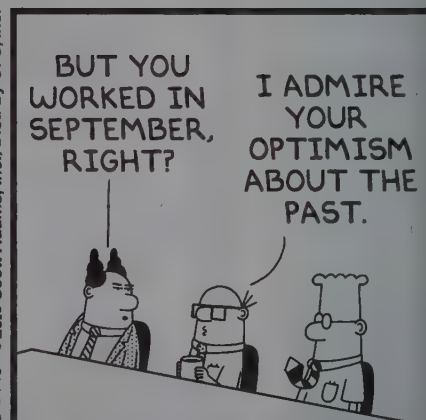
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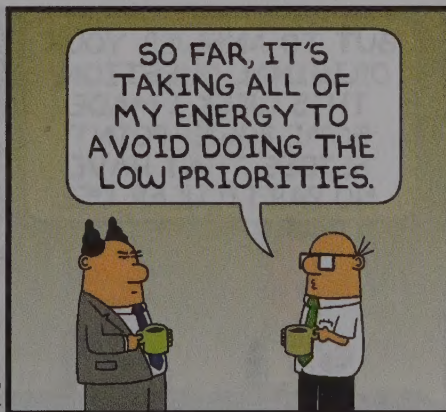
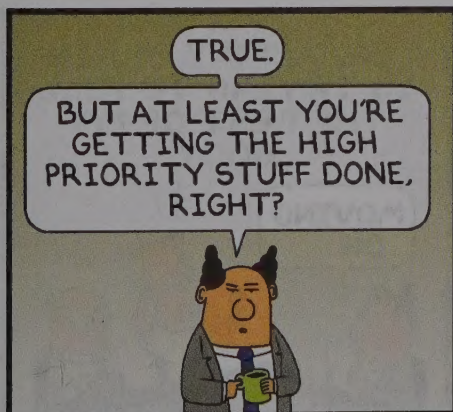
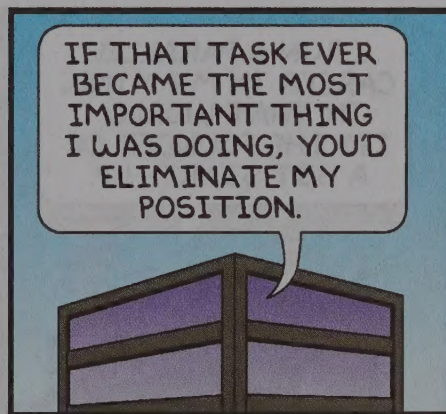
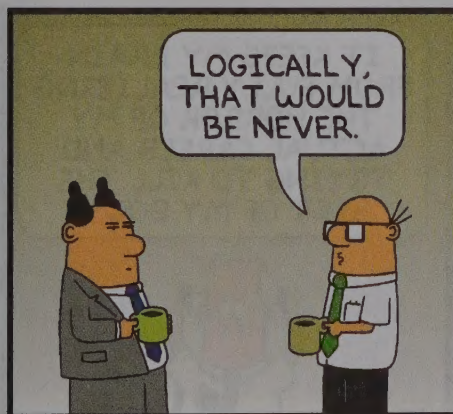
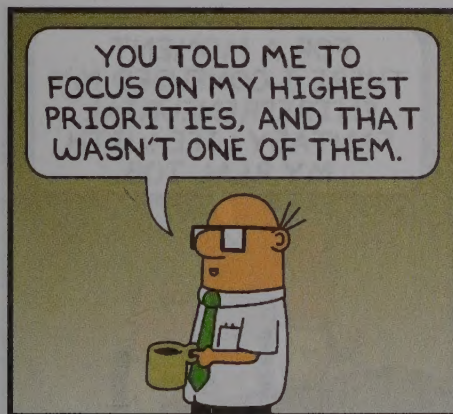


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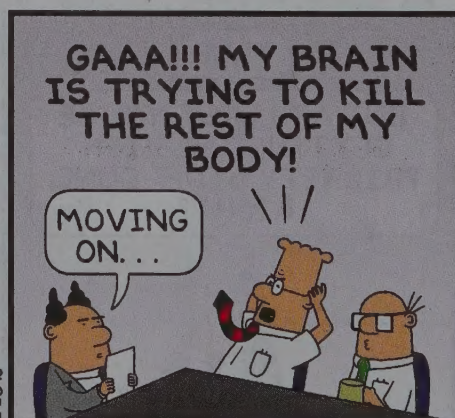
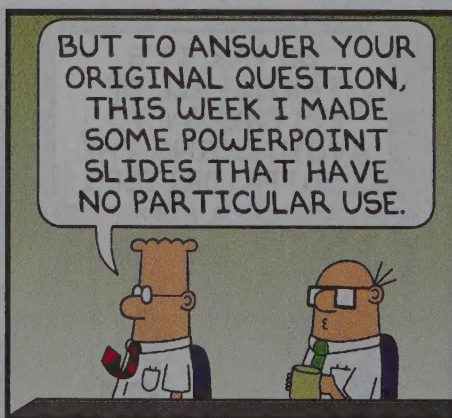
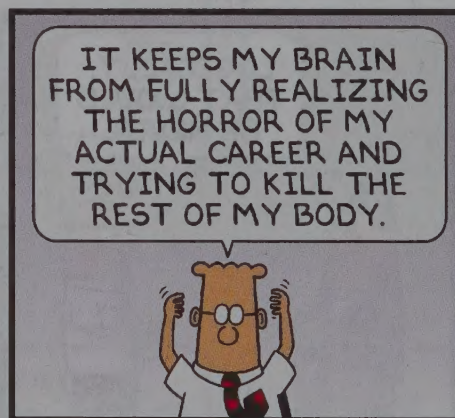
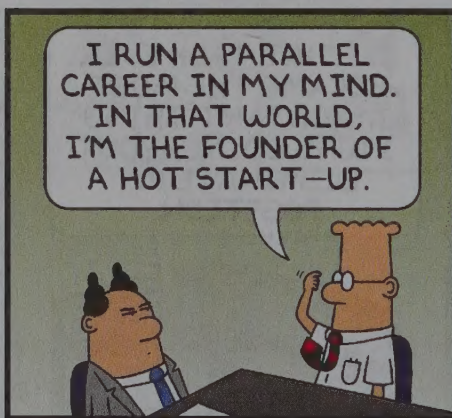
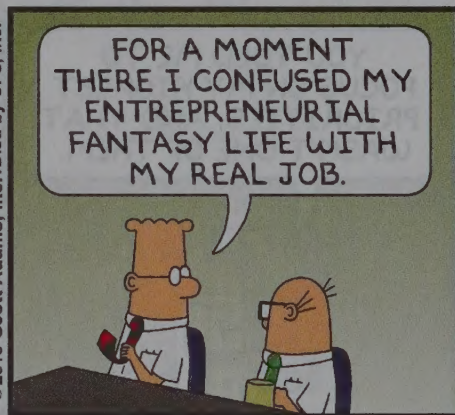
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4-18-10



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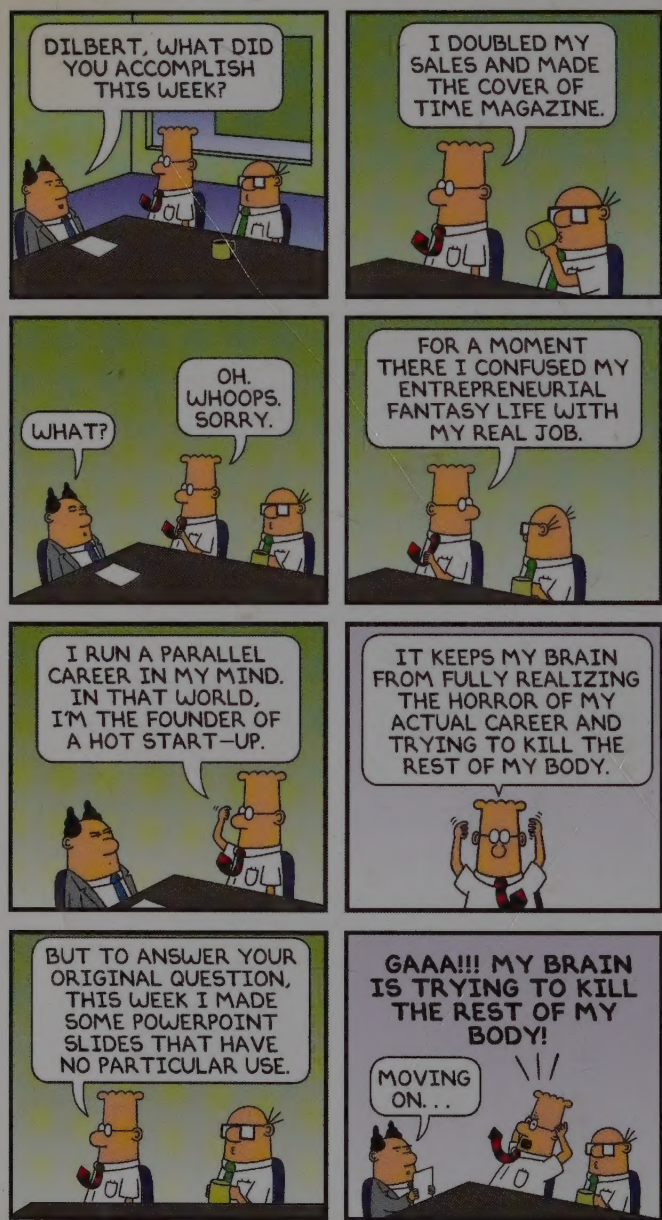
2-28-10

We all know "that guy" at the office: the guy who takes credit for everything and does nothing, who spins the most epic of failures into

what's best for the company.

What could he possibly be doing all day? Scott Adams pokes fun at "that guy" in his newest *Dilbert* themed collection. The inefficiency of office life shines through Wally and the gang. Laugh at them. Relate to them. Giggle with the rest of the 9-to-5 working world. Then show your coworkers. They'll understand.

SCOTT ADAMS drowned in paper-work in his own cubicle before Dilbert gained popularity with cubicle dwellers everywhere. He swears he was never "that guy." He lives in the Bay Area.



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