

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

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DILBERT

by SCOTT ADAMS



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

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For Shelly

S. Evans

Introduction

If you've ever owned a dog, you probably thought it was less intelligent than you. For example, a dog can't do algebra, whereas you have a clear memory of having once taken a class by that name. Or maybe you heard someone else talking about the class. Or it's the name of a band. Whatever. The point is that humans are way smarter than dogs, as far as we know.

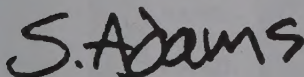
But here's the interesting part: I'm certain dogs think they are smarter than humans. The stuff that we know—the knowledge that makes us feel so smart—is irrelevant to dogs. They don't care about finding a good Wi-Fi signal or knowing how to redeem their airline miles. What they *do* know is how a cat's ass smells, and frankly they pity you for your ignorance in that domain. I mean, I assume you're ignorant in that domain. But I'm not judging.

I used a dog in my example, but I think you see the same phenomenon in human-to-human interactions. We always think we're smarter than everyone else in the room, at least in the ways that seem important to *us*. Sure, you might know more than I do about artisanal cheese, but I think that's a totally douchey thing to know. How much do you know about the truly important things in life, such as writing introductions to *Dilbert* books? Okay, sure, you probably *do* know how to write one page of rambling, poorly constructed prose. But that's only 80 percent of what I do. The other 20 percent is hoping no one reads it.

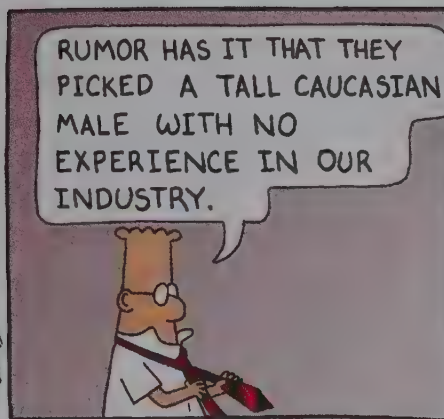
We'll never know for sure if humans are smarter than dogs in any way that matters. But if we ever find an objective way to compare dog intelligence to human intelligence I don't like our odds of coming out on top. If you consider how quickly an average dog can find a bone in the backyard versus how long it takes you to find your cell phone in your house, I think it would be generous to call that a tie.

Sometimes we humans like to label our character flaws as "smart." We're funny that way. For example, you don't say you're too frightened to go rock climbing; you say you're too smart to engage in risky sports. You're not a hoarder; you're too smart to discard things you might need later. And you don't say you're a cheap bastard; you say you're a smart shopper.

If you repeat your smartness mantra long enough, you'll actually forget whether you're damaged or brilliant. And maybe that's a good thing. It's hard to be self-aware and have a good day at the same time. I think Buddha said that before I did, which probably means it's smart. On the other hand, he didn't spend much on his wardrobe, so . . .

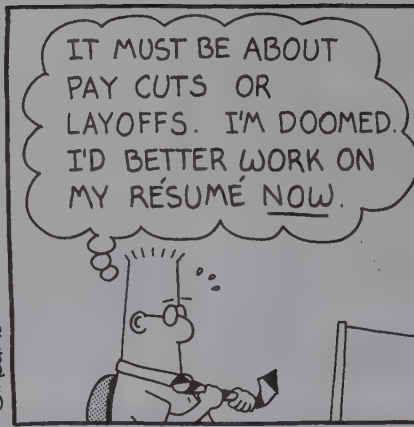


Scott Adams



S. Adams

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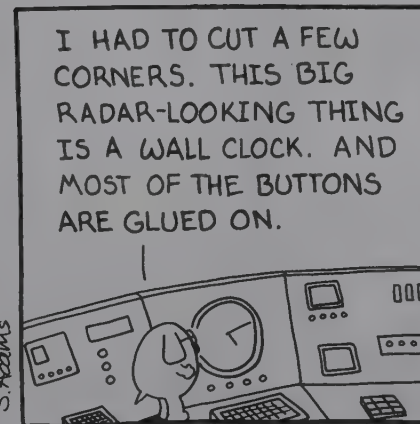
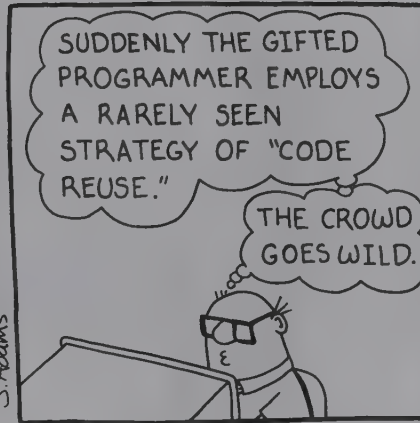
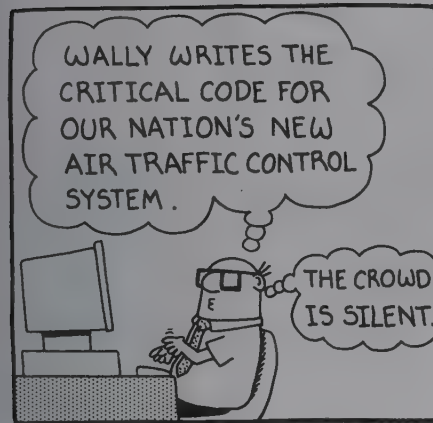


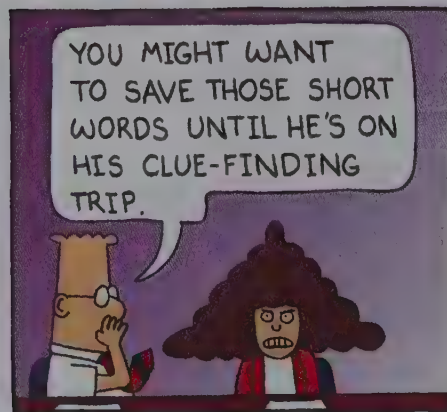
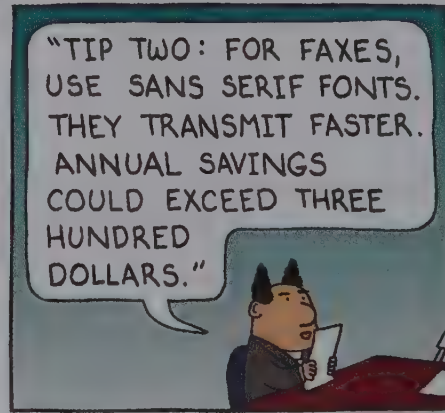
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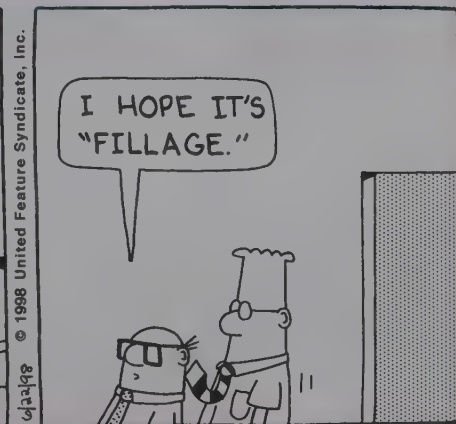
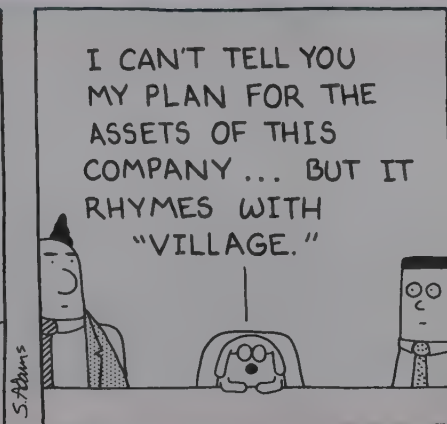




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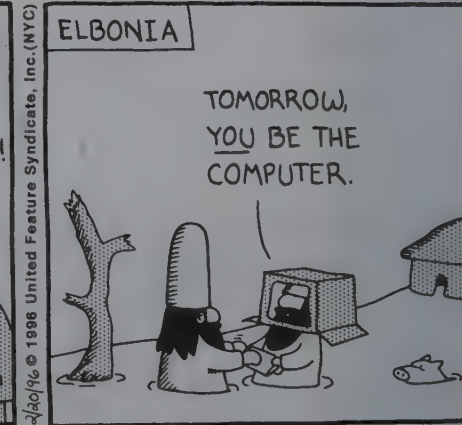
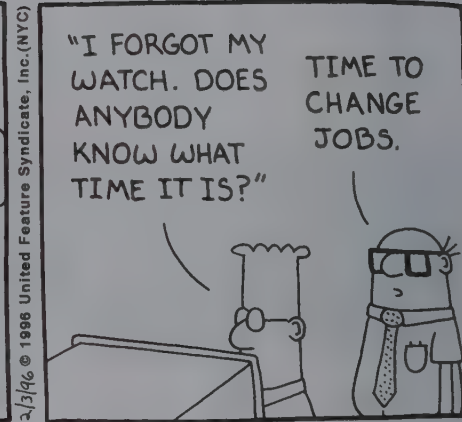
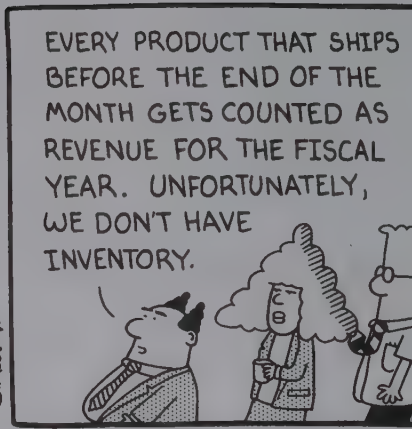
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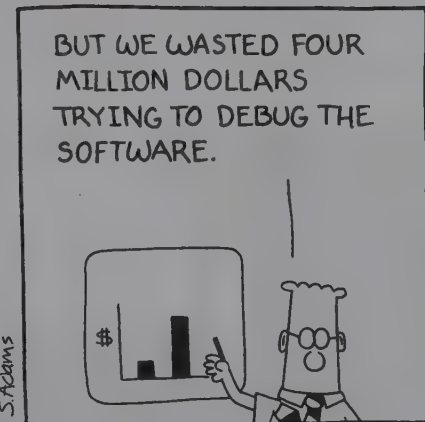
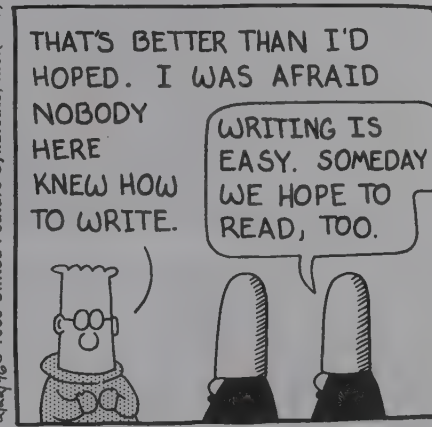
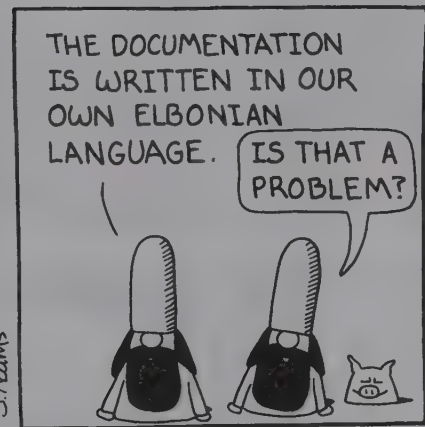
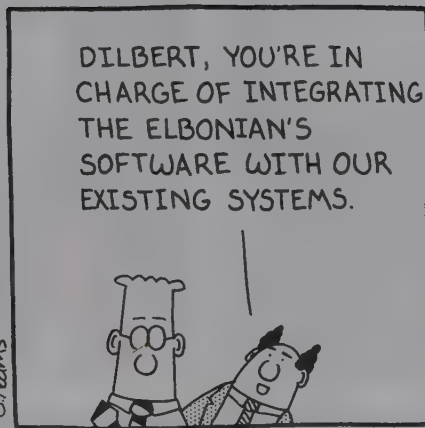
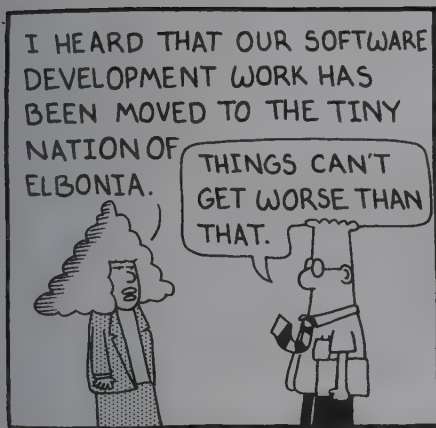
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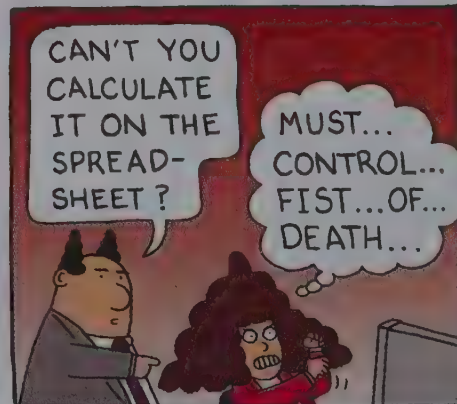


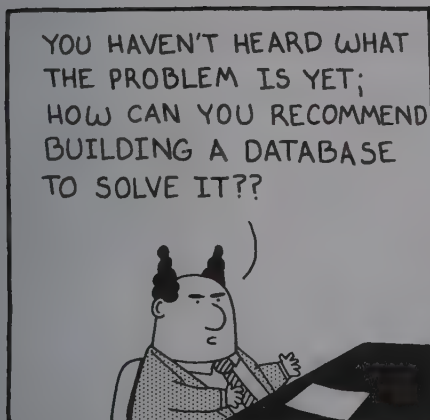
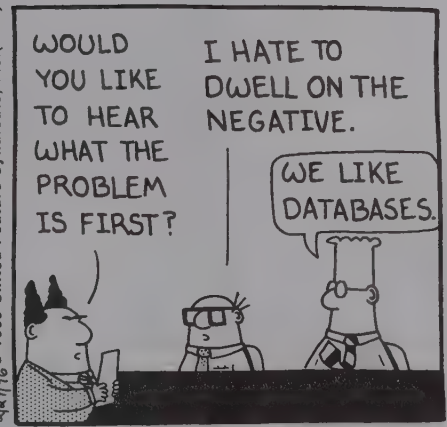
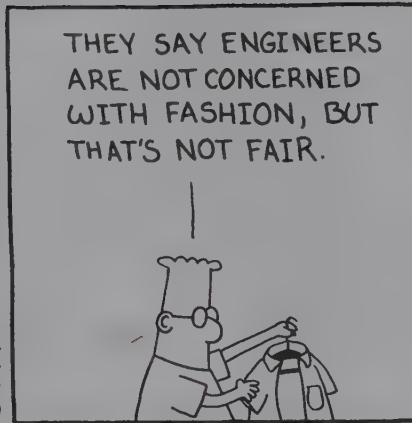
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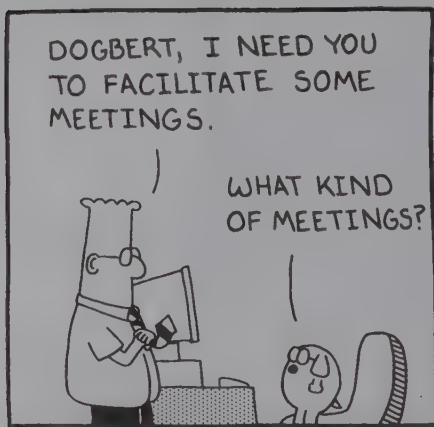
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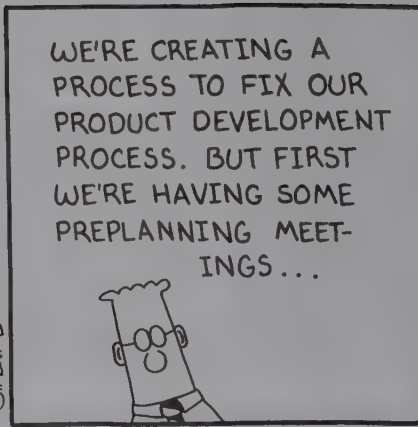




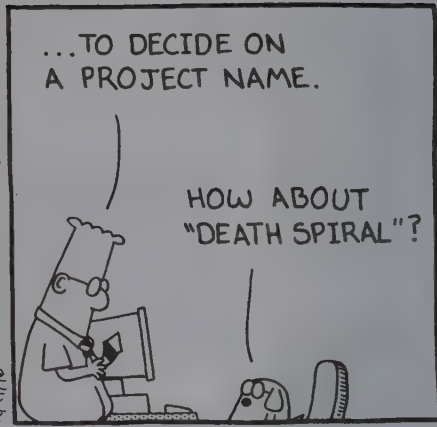




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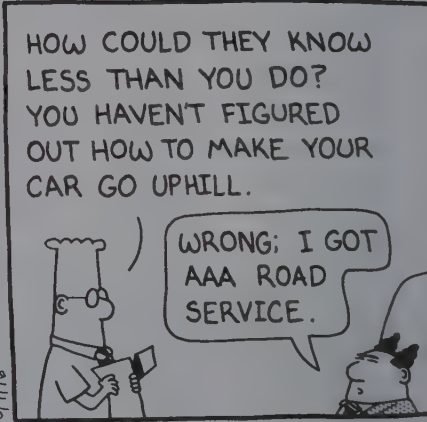
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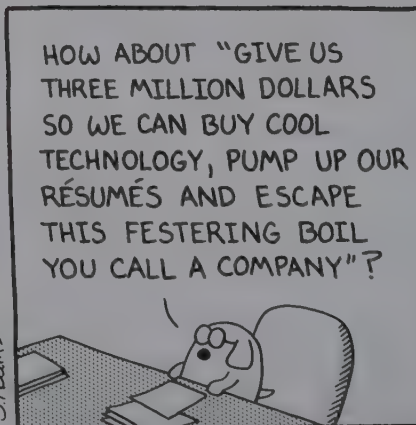
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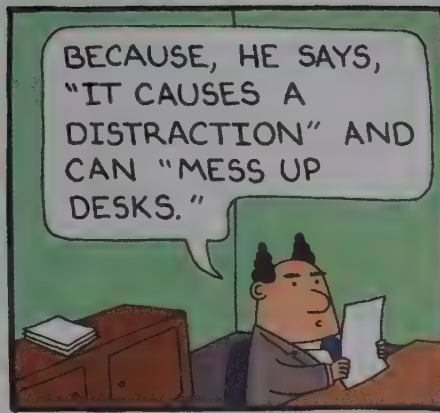


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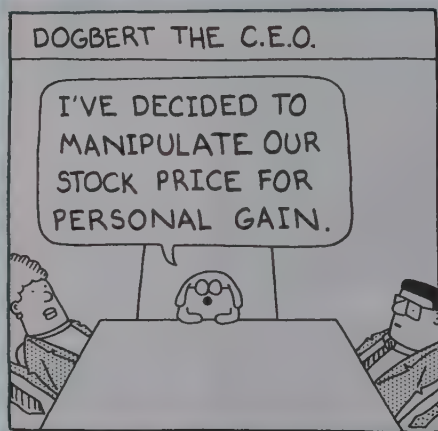


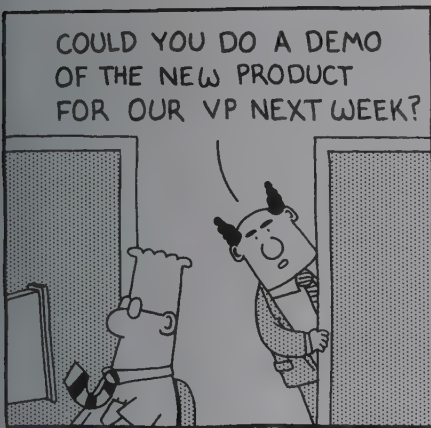
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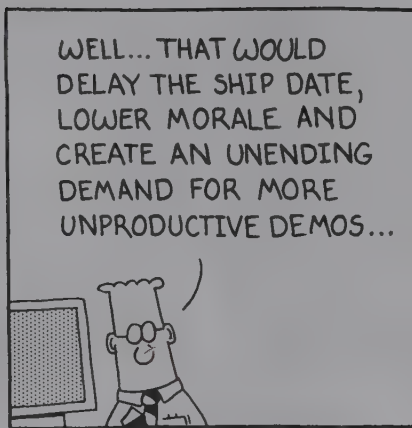


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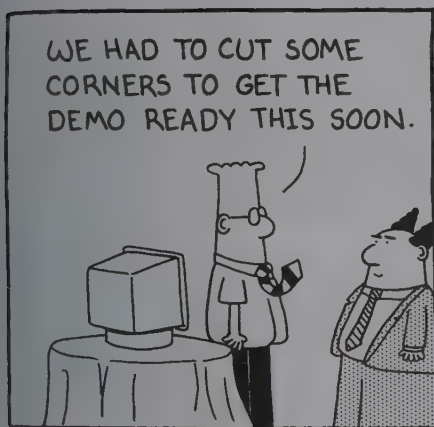




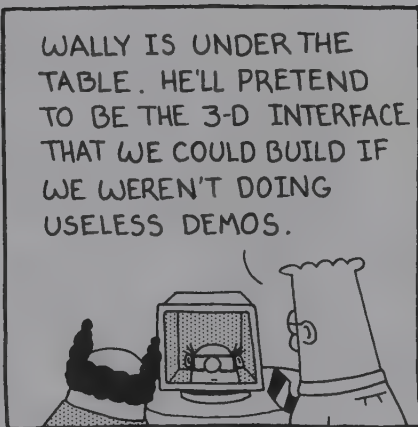
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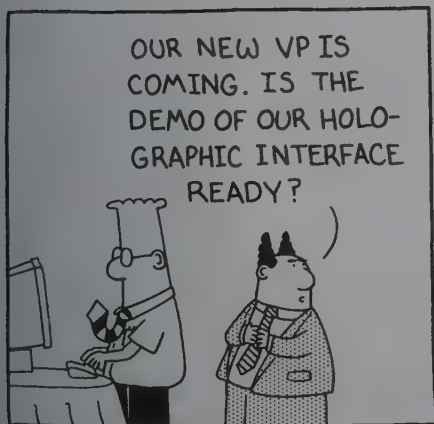
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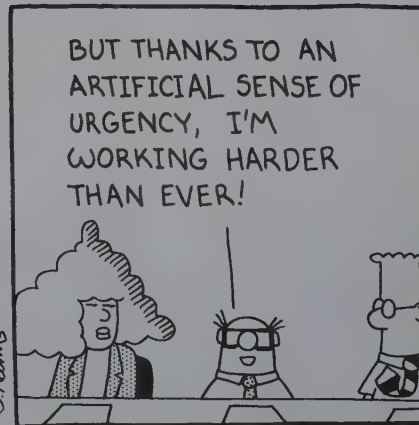
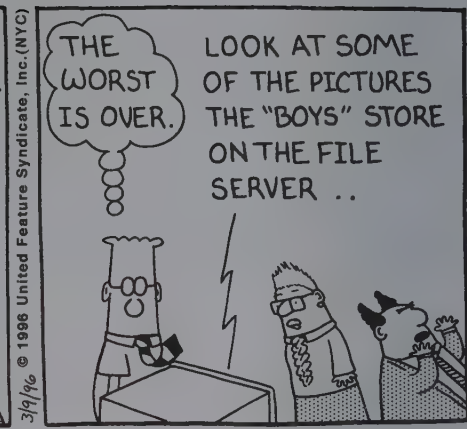
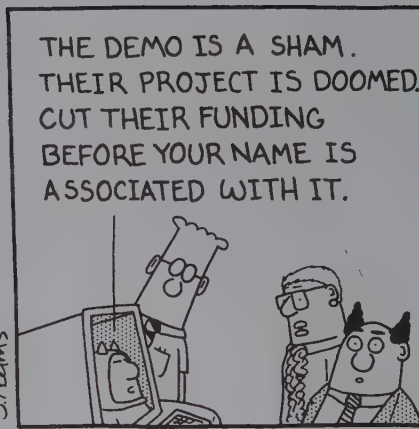


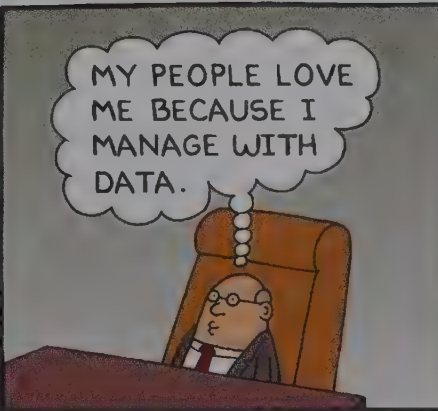
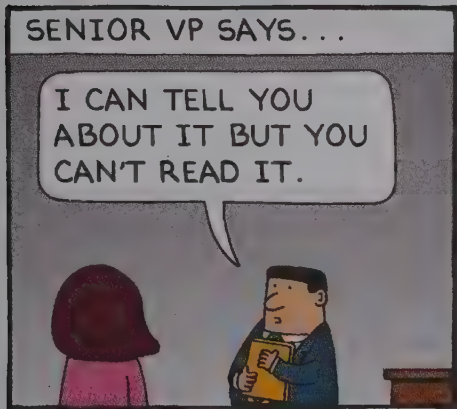
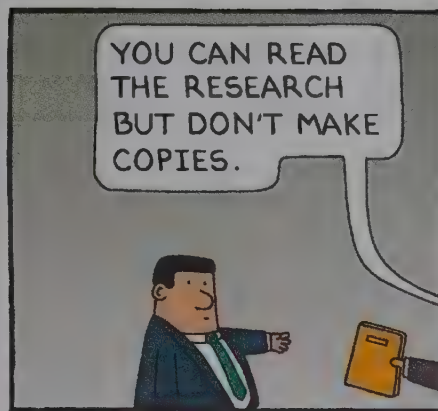
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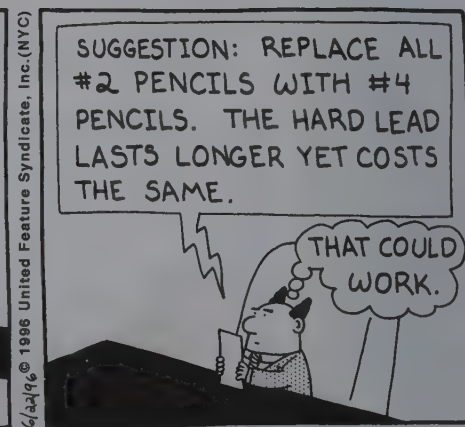
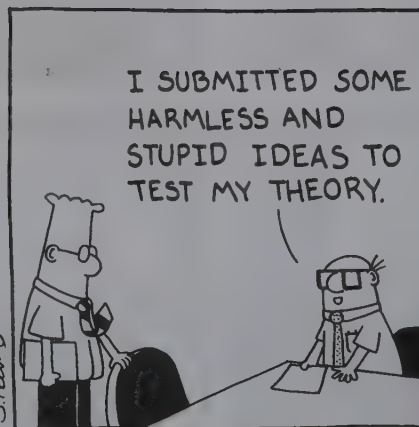
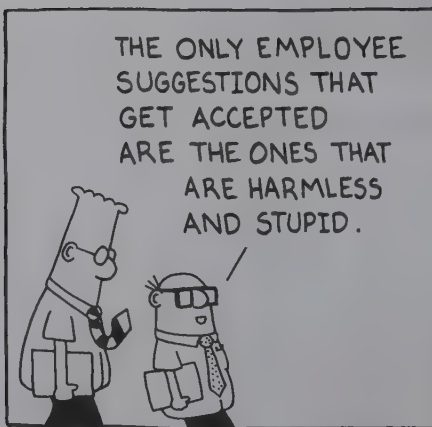
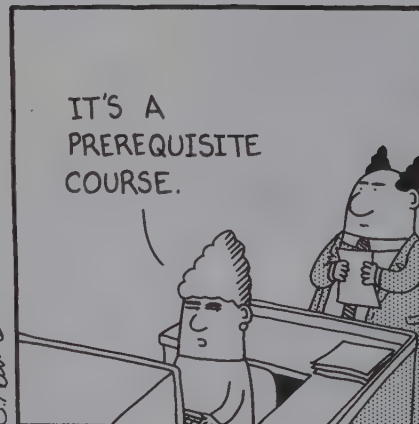
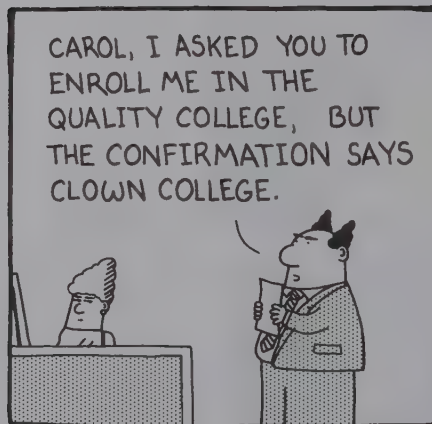
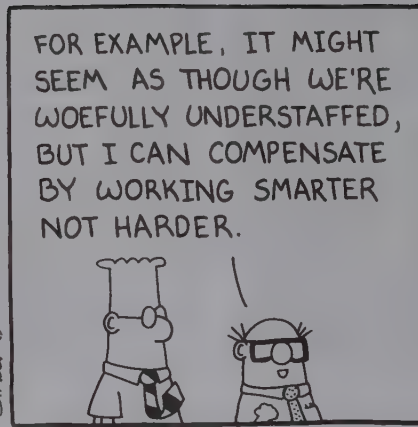
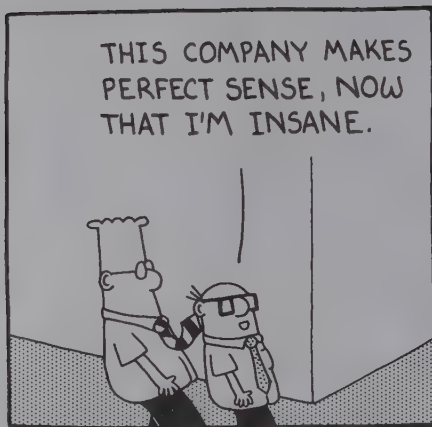
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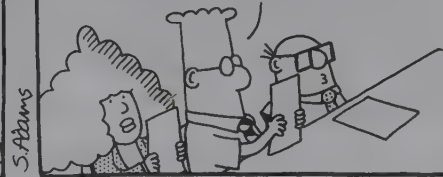
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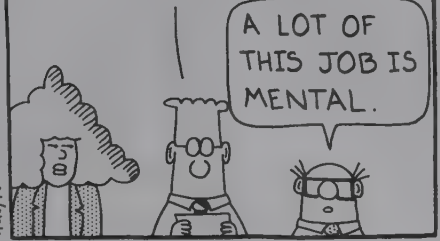
IT LOOKS LIKE WE'LL
RELEASE OUR NEW
PRODUCT ON TIME,
DESPITE ITS MANY
DEFECTS.



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



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



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



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



AND THE PROBLEM
IS OUR LACK OF
FLEXIBILITY?



YOU EMPLOYEES ARE THE
KEY TO OUR ECONOMIC
SUCCESS.

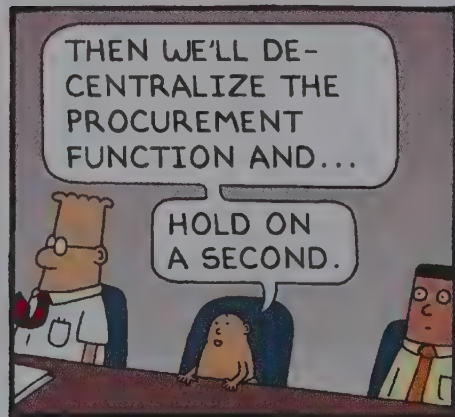
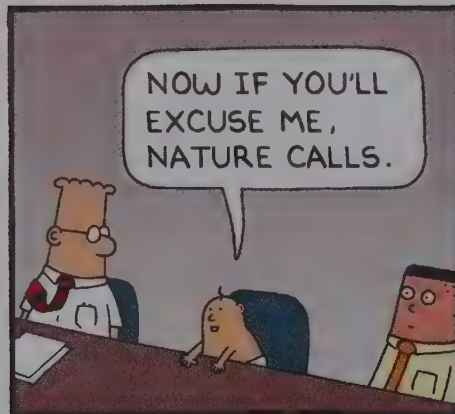
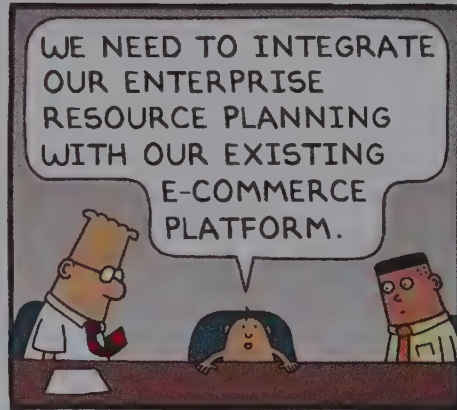


ANYTIME WE NEED A
LITTLE STOCK-PRICE
BOOST, WE JUST FIRE
ANOTHER BATCH OF
YOU. IT'S LIKE
PRINTING MONEY!

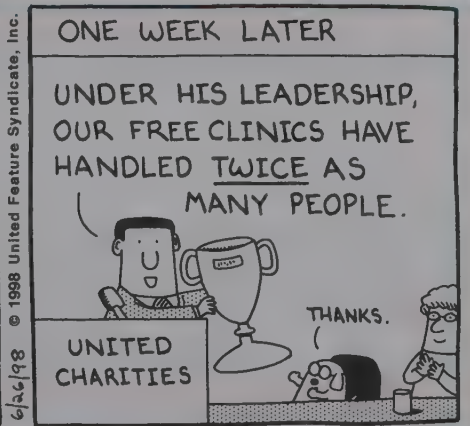
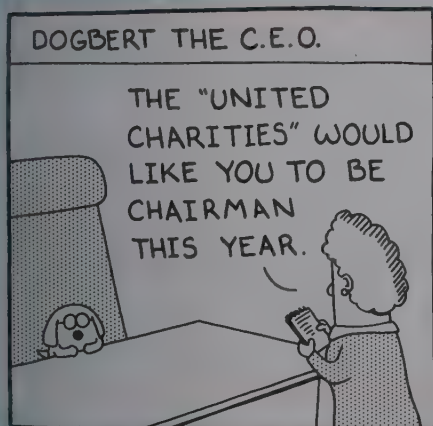


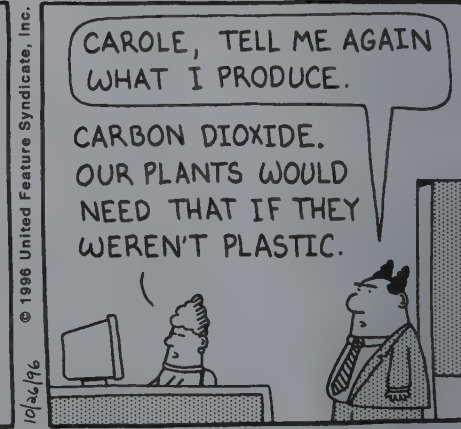
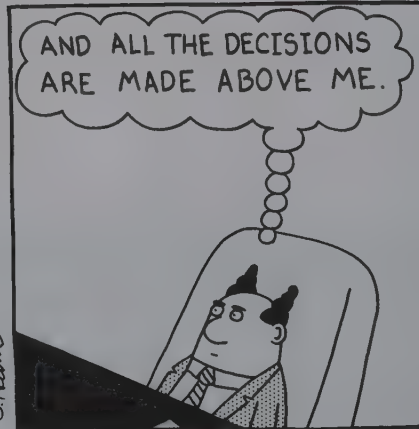
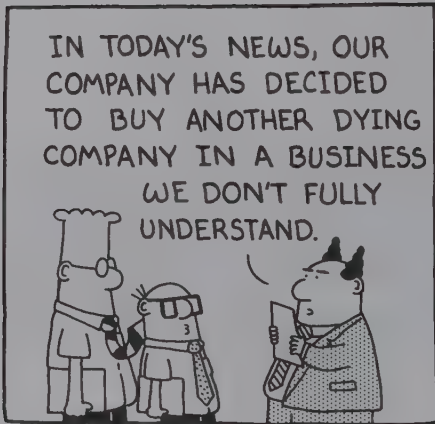
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HAS BECOME OUR MOST
PROFITABLE PRODUCT.





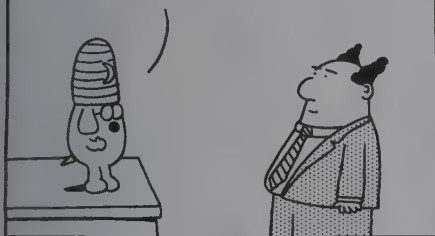
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DOGBERT THE CONSULTANT

LET ME DO THE TALKING
WHEN WE MEET WITH
YOUR BOSS.



AS YOU KNOW, ANY IDEA
FROM THE POINTY-HAIRED
WONDER IS CRUD, BUT
WHEN YOU ADD MY
ABILITY, WHAT DO YOU
HAVE?

S. Adams



CRUDABILITY?

AND GOOD
LOOKS TOO!

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WE MUST CHANGE OUR
CULTURE OF CYNICISM
AND NEGATIVISM.



S. Adams

YOU TWO WILL BE THE
"HAPPINESS COMMITTEE."
COME UP WITH SOME
IDEAS TO IMPROVE
MORALE.



SO FAR WE'VE GOT: 1)
RAISES, 2) SLAP-THE-
BOSS DAY AND 3) NUDE
FRIDAYS.

I FEEL MY
CYNICISM
MELTING AWAY
ALREADY.

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AFTER I GRADUATE FROM
"QUALITY SCHOOL" I'LL
BE A QUALITY BLACK-
BELT MASTER.



S. Adams

IS THE TITLE METAPHORIC,
OR IS THERE A CHANCE
YOU'LL BE BEATEN
SENSELESS DURING A
BREAKOUT SESSION?

ZIP ZIP ZIP ZIP.

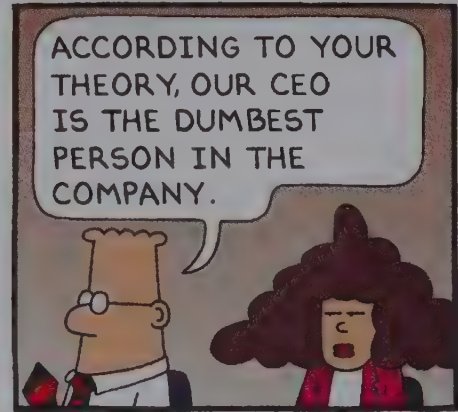
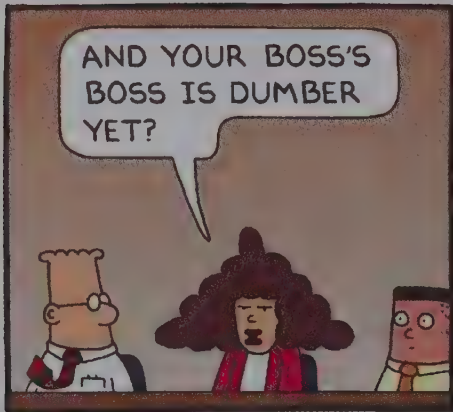


WAS
THAT
NECESSARY?

I'M NOT SURE. I
HAVEN'T DONE
THE PRE-COURSE
READING
YET.

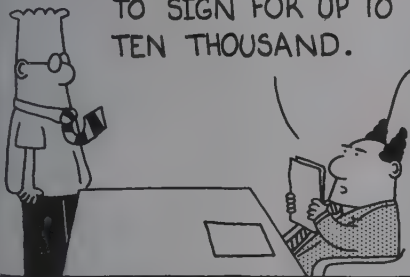
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YOU NEED A MILLION DOLLARS BUT I ONLY HAVE AUTHORITY TO SIGN FOR UP TO TEN THOUSAND.



BREAK IT INTO A HUNDRED SEPARATE BUSINESS CASES.



THANK YOU FOR YOUR VALUE-ADDED MANAGEMENT SUPPORT.

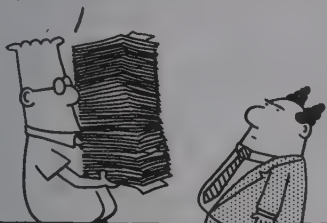


IT WAS NOTHING.



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PER YOUR INSTRUCTIONS, MY REQUEST FOR A MILLION DOLLARS HAS BEEN BROKEN INTO ONE HUNDRED BUSINESS CASES.



EACH ONE IS FOR TEN THOUSAND DOLLARS, WHICH IS YOUR EXACT LEVEL OF APPROVAL AUTHORITY.



I MEANT I CAN APPROVE ANYTHING UNDER TEN THOUSAND DOLLARS... SO IF YOU WOULDN'T MIND...

KILLING YOU? NO, I WOULDN'T MIND A BIT.

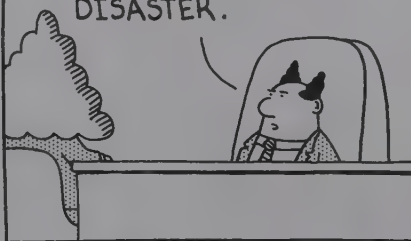


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DON'T MENTION ANY PROBLEMS WHEN YOU DO YOUR PRESENTATION TO SENIOR MANAGEMENT, ALICE.



THEY MIGHT TRY TO SOLVE THE PROBLEMS DURING THE MEETING. THAT WOULD BE A DISASTER.



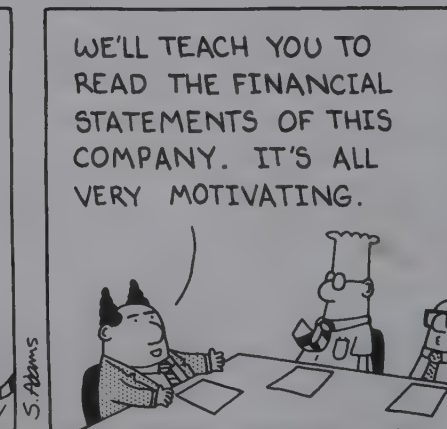
AS FAR AS I CAN TELL, EVERY LAYER OF MANAGEMENT EXISTS FOR THE SOLE PURPOSE OF WARNING US ABOUT THE LAYER ABOVE.



ARE YOU SAYING THEY HAVE A PURPOSE?



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THE INSPIRATIONAL CEO

OUR COMPANY
IS TOO GOOD TO
HAVE RESULTS
THIS POOR.



QUESTION.



%*!*
ENGINEERS.

WHAT?



ARE YOU SAYING
THE LAWS OF
CAUSE AND EFFECT
DO NOT APPLY?



LOGICALLY, IF WE
WERE GOOD, WE
WOULD GENERATE
GOOD RESULTS.



IS IT NOT MORE
LIKELY THAT WE
ARE PATHETIC
LOSERS WHO GET
EXACTLY WHAT WE
DESERVE?



YES, INDIVIDUALLY
YOU'RE ALL LOSERS.
BUT TOGETHER
WE'RE A GREAT
COMPANY.

THANKS
TO MY
LEADER-
SHIP.



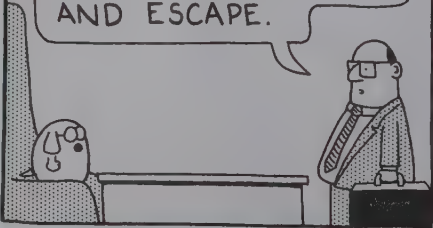
I FEEL LIKE
SQUIRMING
BUT I DON'T
HAVE THE
ENERGY.



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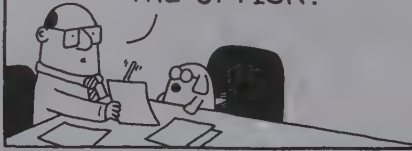
DOGBERT THE C.E.O.

I'M AN INVESTMENT BANKER. I CAN HELP YOU LOOT THIS PLACE AND ESCAPE.



S. Adams

YOU'LL MERGE WITH MY OTHER CLIENT COMPANY. YOUR GOLDEN PARACHUTE KICKS IN. THEN YOU EXERCISE YOUR STOCK OPTIONS ON THE UPTICK.



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YOU RARELY SEE A MERGER ANNOUNCEMENT WITH THE PHRASE, "SO LONG, SUCKERS."



OUCH.

DOGBERT THE CEO

MY SALARY IS 400 TIMES MORE THAN YOURS.



S. Adams

MY GOAL IS TO JACK THAT UP TO 410, MAYBE 420.



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I HATE YOU FOR THIS.

SO YOU ADMIT YOU'RE SELFISH?



OPEN BOOK MANAGEMENT

SO YOU SEE, IF YOU GOT A RAISE, OUR EARNINGS GROWTH WOULDN'T BE SMOOTH.



S. Adams

AND SMOOTH EARNINGS ARE GOOD FOR WHO?

STOCK MARKET ANALYSTS?



SPECIFICALLY, THE LAZY ONES.

I'M FINE, NOW THAT I UNDERSTAND.



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8/7/97

I APPRECIATE YOUR NEW "OPEN BOOK MANAGEMENT" PHILOSOPHY...



S. Adams

FOR EXAMPLE, I'VE LEARNED THAT WE'RE REPURCHASING STOCK WHILE I'M WORKING UNPAID OVERTIME.



YET I REMAIN HIGHLY MOTIVATED BECAUSE I UNDERSTAND THAT INCOME AND EQUITY ARE DISTINCT CONCEPTS.



WHO SAID IGNORANCE IS BLISS? HA!

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8/8/97

OPEN BOOK MANAGEMENT

...THEN I SEZ, "HEY OUR DEBT TO EQUITY RATIO IS INCREASING."



S. Adams

I LEAPT INTO ACTION AND STARTED SWEEPING LIKE I'VE NEVER SWEEPED BEFORE!



THEN I SEZ, "HEY, WHY AM I USING A BROOM ON CARPETS?"



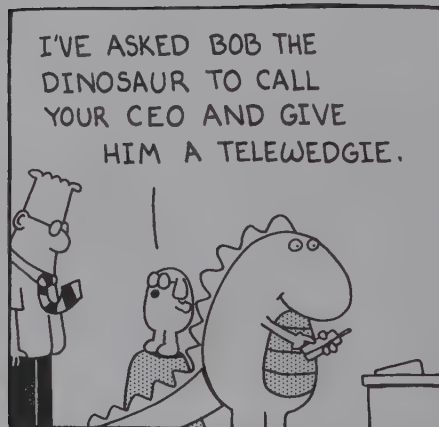
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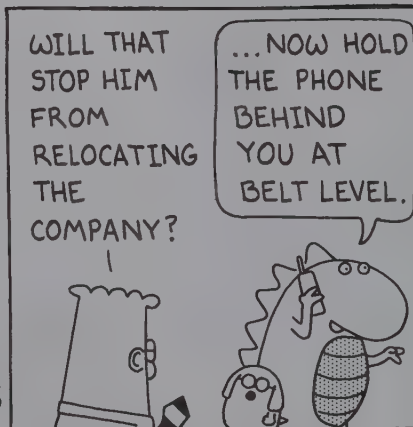
S. Adams



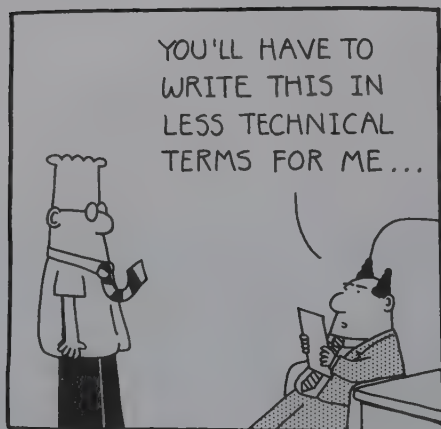
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S. Adams



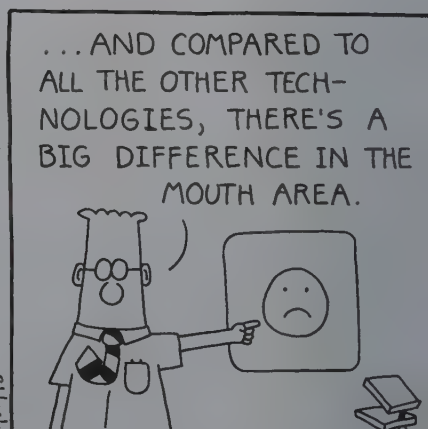
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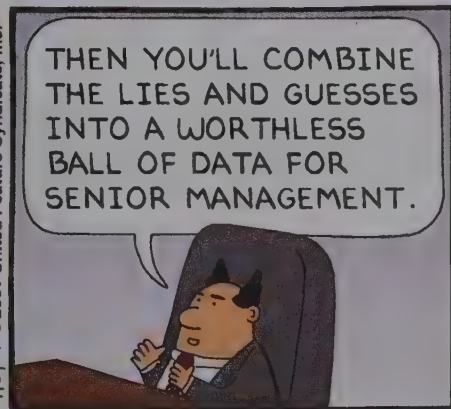
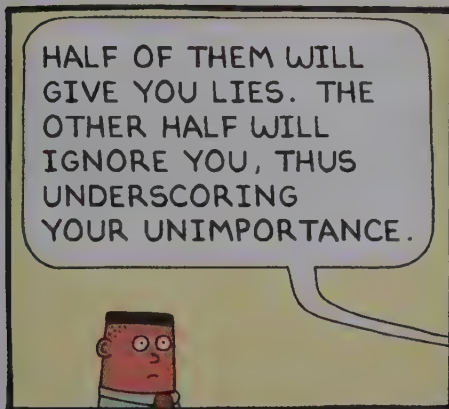
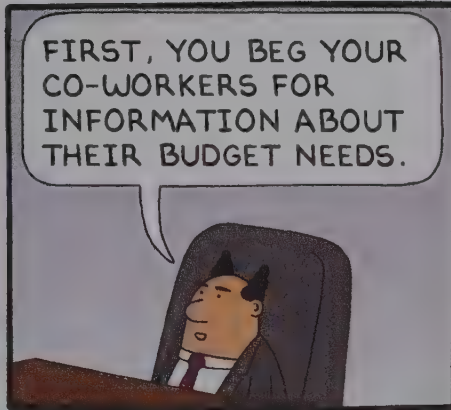


S. Adams

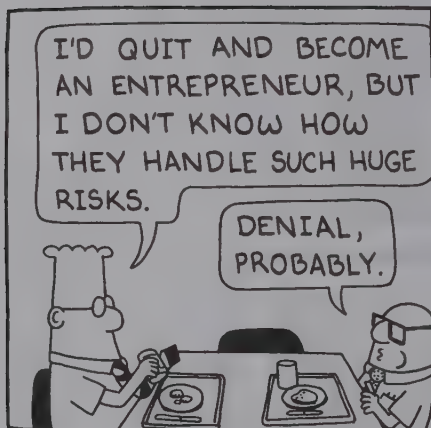
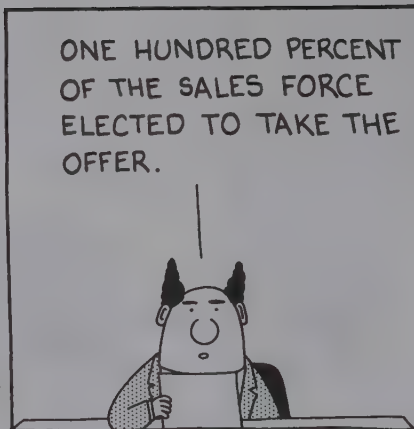


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YOU MUST USE THE STARS AS YOUR MANAGEMENT GUIDE.

DOES THAT WORK?

IF YOU BELIEVE IT WORKS, THEN YOU'RE NOT BRIGHT ENOUGH TO MAKE YOUR OWN DECISIONS ANYWAY.

SO RANDOMNESS IS PROBABLY AN IMPROVEMENT.

Q.E.D.

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3/10/99

CATBERT: EVIL H.R. DIRECTOR

"TO REDUCE AIRLINE TRAVEL EXPENSES..."

"SPRINT ACROSS THE RUNWAY AND CLING TO THE PLANE DURING TAKEOFF."

THAT'LL WEED OUT THE DUMB ONES.

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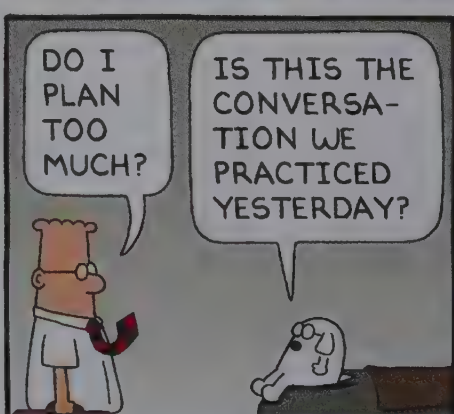
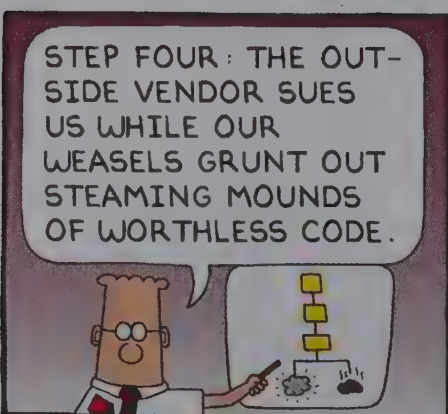
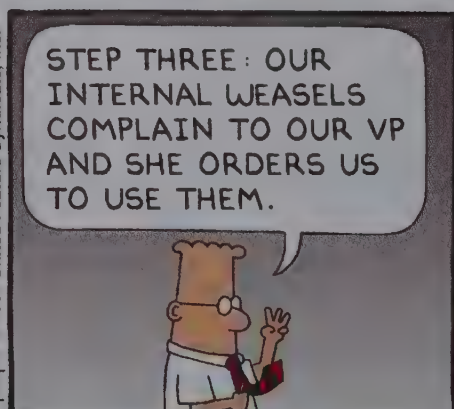
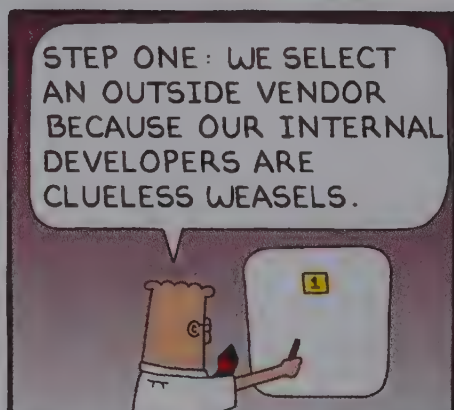
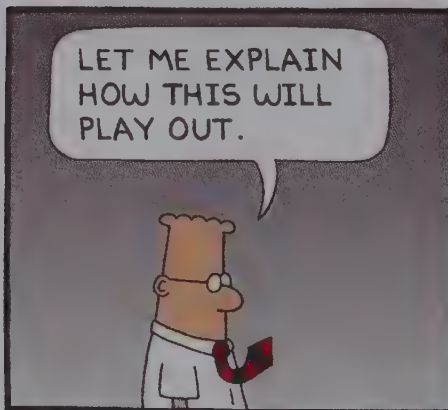
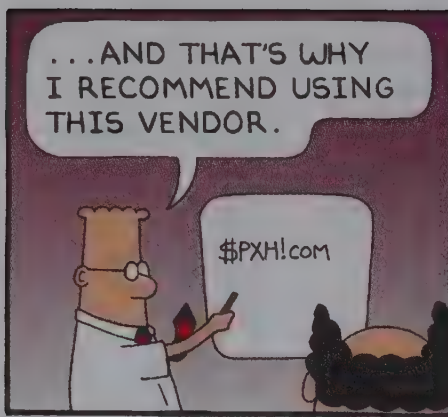
IF I ELIMINATE THE TRAINING BUDGET, I CAN AFFORD TO HIRE TWO MORE PEOPLE.

THEN I'LL HAVE ENOUGH DIRECT REPORTS TO GET A VICE PRESIDENT TITLE.

SHOULDN'T WE HAVE A STRATEGY?

I HAVE ONE. THANKS FOR ASKING.

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DOGBERT THE CEO

I EARN 420 TIMES
WHAT YOU MAKE.
THAT MEANS I'M 420
TIMES SMARTER.



ACTUALLY, IT
MEANS THE SYSTEM IS
DEEPLY FLAWED.



IF YOU WERE 420
TIMES SMARTER, YOU
WOULDN'T BE
CONTRADICTING YOUR
BOSS RIGHT NOW.



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DOGBERT THE CEO

OUR INVESTORS ARE
NOT HAPPY THAT YOU
BOUGHT A HELICOPTER.



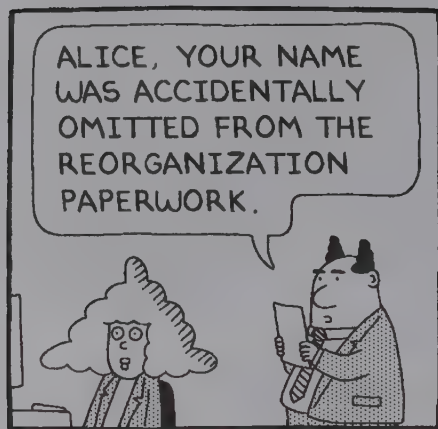
OR THAT YOU ONLY
USE IT TO KEEP BIRDS
OFF THE BUILDING.



OR THAT
THE PARKING
LOT IS FILLING
UP WITH BEAKS
AND FEATHERS. I CAN'T
PLEASE EVERY-
ONE.



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THIS IS OUR NEW CEO. HE HAS A REPUTATION AS A TURNAROUND EXPERT.

IT IS A PLEASURE TO MEET YOU. DO YOU FAVOR TQM OR MORE OF A BUSINESS PROCESS APPROACH?

I'M PARTIAL TO THE VALUE-BASED MANAGEMENT METHOD.

I'M NOT FAMILIAR WITH THAT ONE.

EVERYONE SAYS YOU'RE A GREAT TURNAROUND CEO.

WHAT DOES IT TAKE TO TURN AROUND A COMPANY LIKE THIS ONE?

I GUESS IT'S BETTER TO NOT BE NOTICED THE FIRST MONTH.

THE TURNAROUND CEO

...FROM A VALUE-BASED MANAGEMENT PERSPECTIVE IT'S CLEAR...

... THAT THE TRAINING DEPARTMENT'S RETURN EXCEEDS THE COST OF CAPITAL...

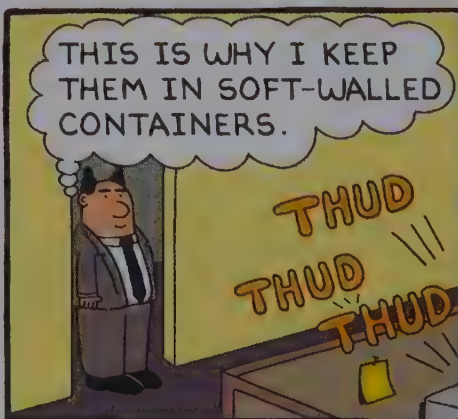
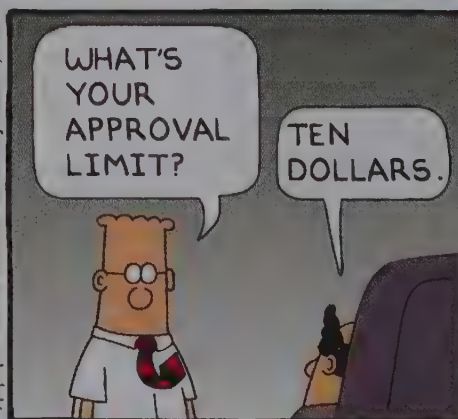
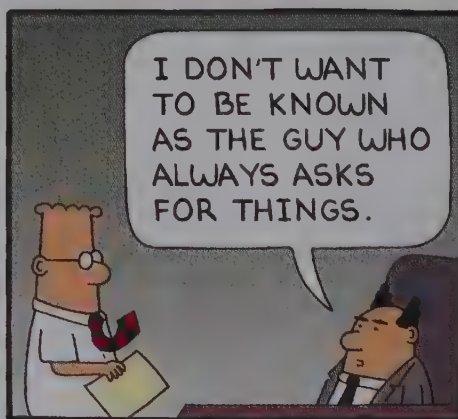
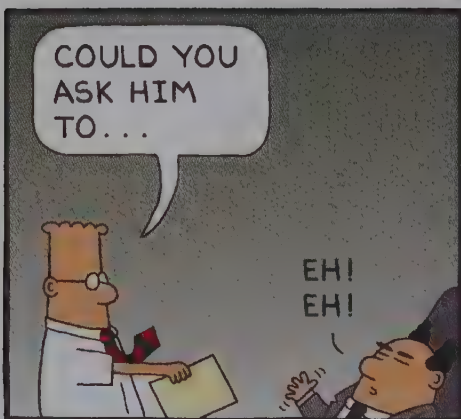
SO PLEASE DON'T KILL ME.

OKAY, YOU'RE NEXT... AND BEGGING DOESN'T WORK.

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THE TURNAROUND CEO

IF YOU LET ME KEEP MY JOB, I'LL DO THE WORK OF TEN PEOPLE.



SPECIFICALLY, IT WOULD BE THE TEN PEOPLE IN OUR STRATEGIC PLANNING GROUP.



THEY DON'T DO MUCH.



I'D LIKE YOU TO BE MY TRAITOROUS MOLE.



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THE TURNAROUND CEO

TELL ME, MOLE, WHO CAN I FIRE WITHOUT AFFECTING REVENUE?



IN THEORY, YOU COULD OUTSOURCE EVERYTHING AND RUN THE COMPANY WITH ONE SMART EMPLOYEE.



AND AT THE RISK OF SOUNDING RUDE, ONLY ONE OF US KNEW THAT.



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THE TURNAROUND CEO

THE TURNAROUND IS COMPLETE. I'M OFF TO MY NEW JOB.



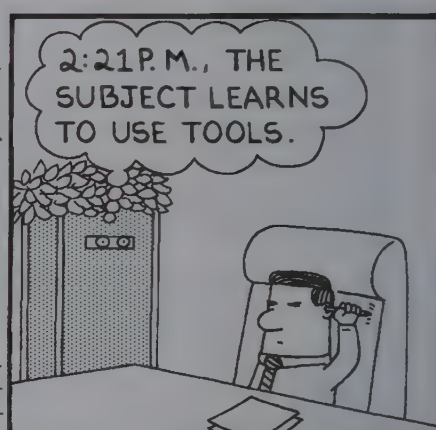
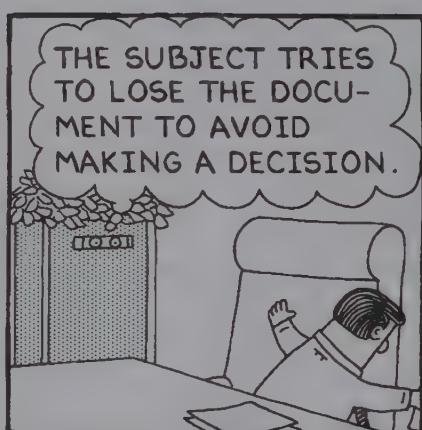
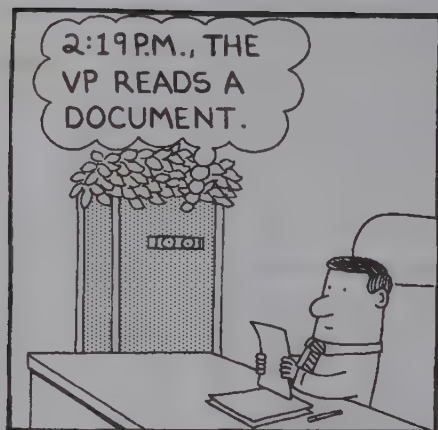
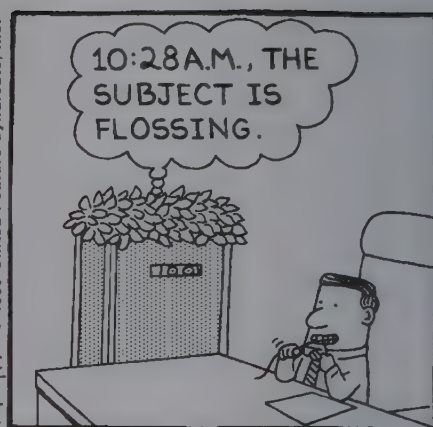
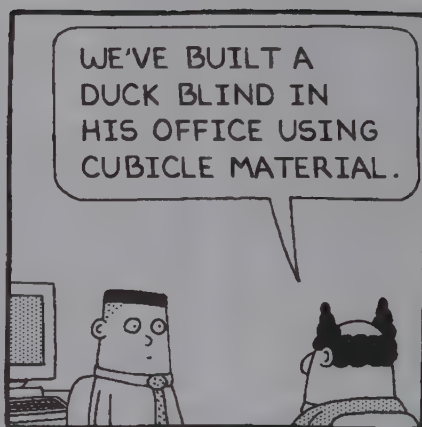
IT'S A MEAT PACKING HOUSE THAT NEEDS TO REDUCE OVERHEAD.

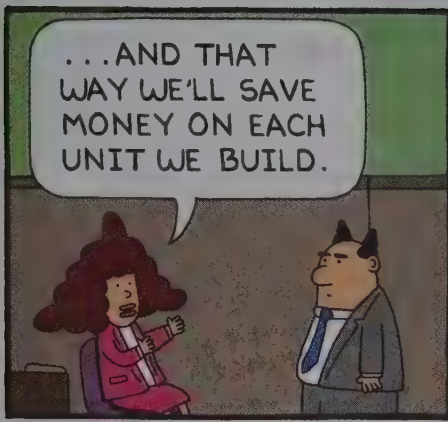


I FIGURE I CAN SWITCH A FEW ROOM SIGNS AND FINISH IN AN AFTERNOON.



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DOGBERT THE CEO

START SOME RUMORS,
SPREAD SOME LIES. . .



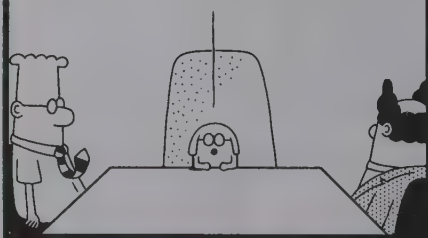
WAIT FOR THE STOCK
TO POP UP. . . EXERCISE
MY STOCK OPTIONS. . .
BANG!



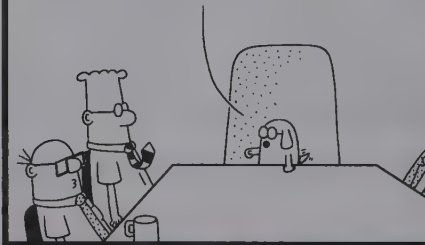
HOW DID PEOPLE
STEAL BEFORE
COMPUTERS?



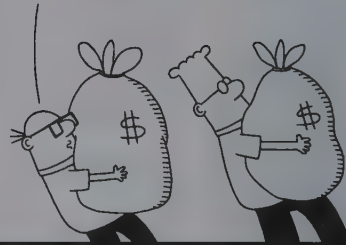
I AM STEPPING DOWN
AS CEO SO I CAN SPEND
MORE TIME WITH
THE MONEY I STOLE
FROM THIS HELLHOLE.



I NEED YOU AND
YOU TO CARRY HUGE
BAGS OF CASH TO
MY HELICOPTER.

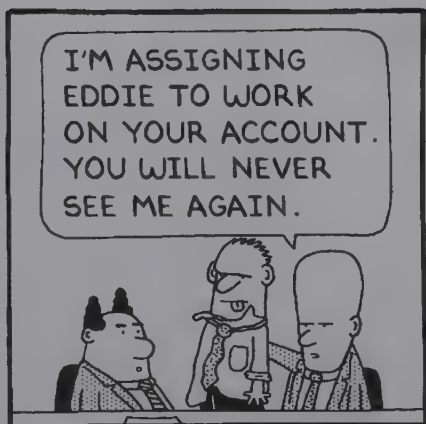
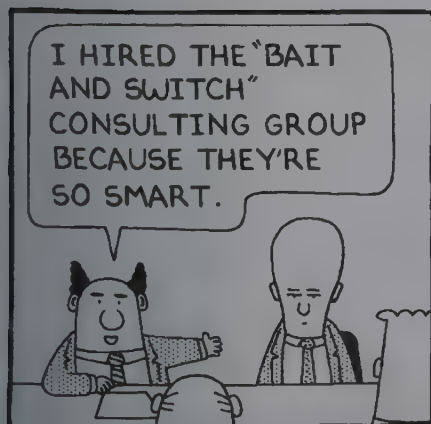
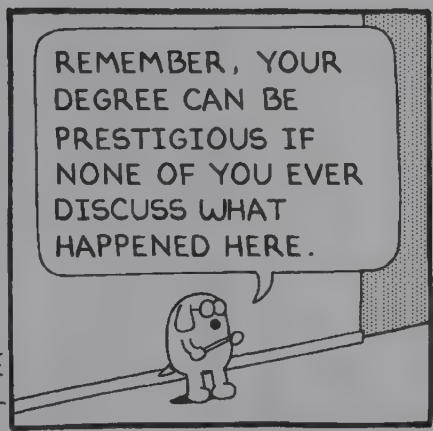
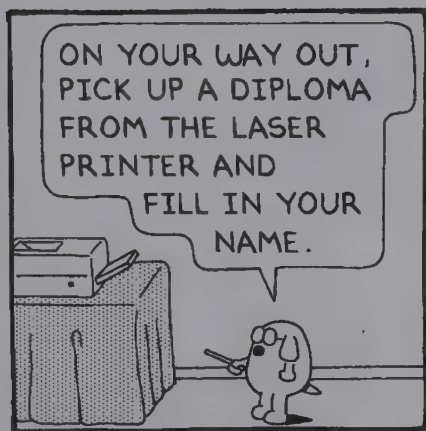
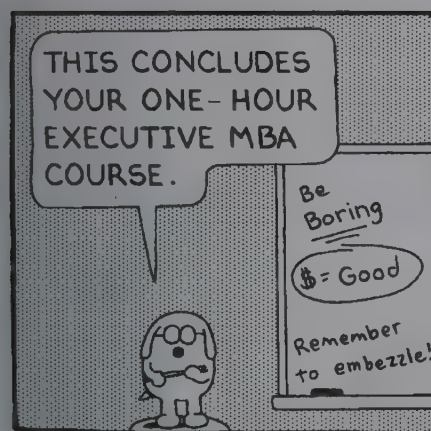
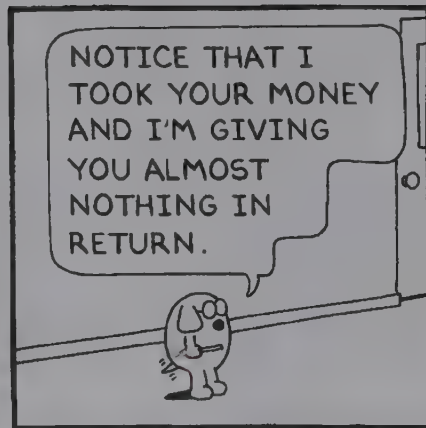


THE WORST PART IS
THAT IF HE EVER
WRITES A BOOK, I'LL
PROBABLY BUY IT.



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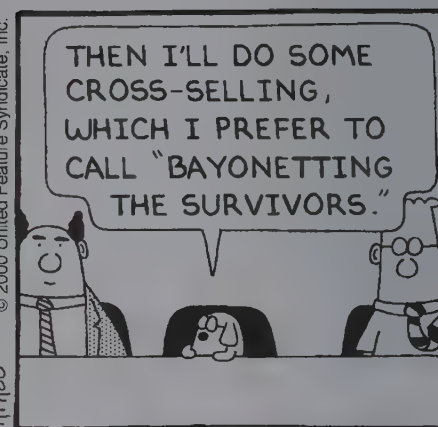
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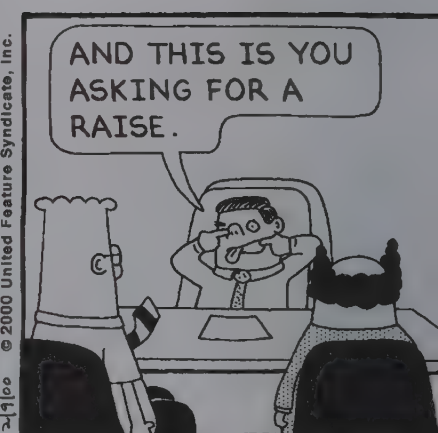
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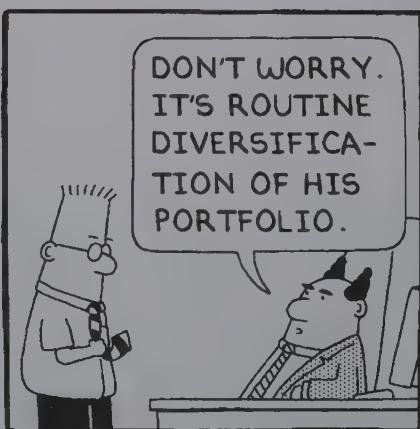
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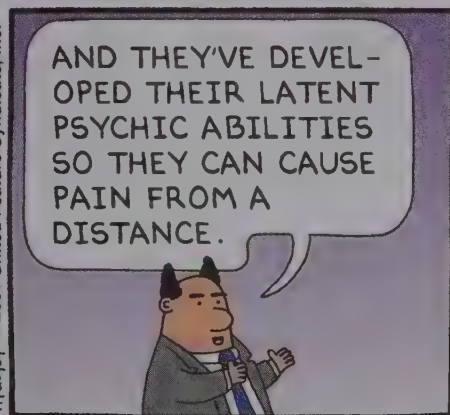
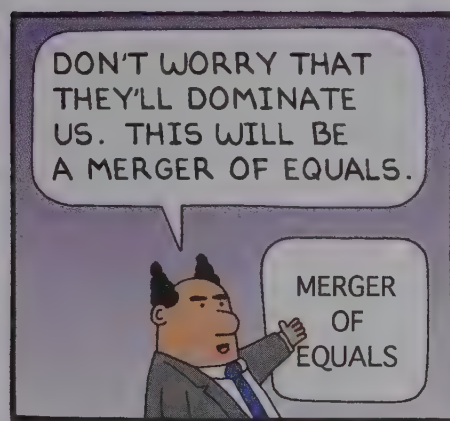
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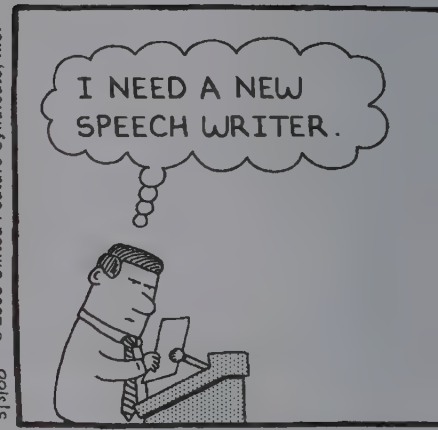
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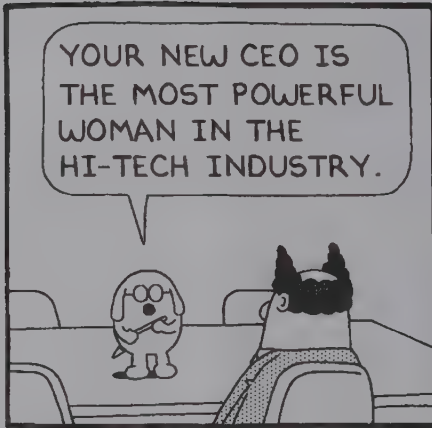
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scottadams@aol.com



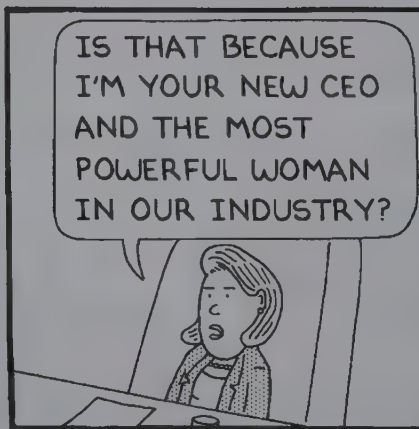
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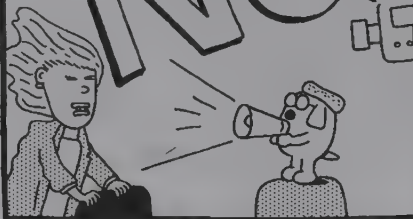
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CEO AS SPOKESPERSON

SHOULDN'T I HOLD UP OUR PRODUCT INSTEAD OF LEANING ON A CHAIR?



NO!



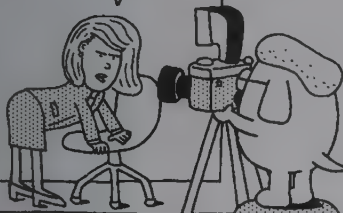
THAT HELPED YOUR HAIR BUT YOU'RE STILL DRESSED LIKE A NUN.



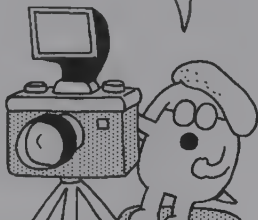
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CEO AS SPOKESPERSON

WHAT DOES THIS POSE HAVE TO DO WITH OUR PRODUCT?



I'LL USE BLUE SCREEN TECHNOLOGY TO ADD IMPORTANT ELEMENTS LATER.



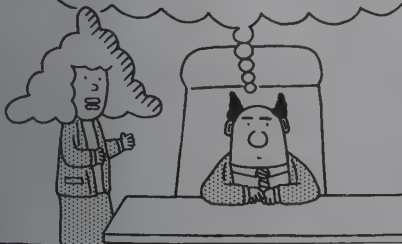
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MY BLOUSE IS BLUE.

FIVE MINUTES.



IF I COULD TURN INVISIBLE, I WOULDN'T NEED TO MAKE DECISIONS.



INVISIBLE... INVISIBLE... YOU CAN'T SEE ME.

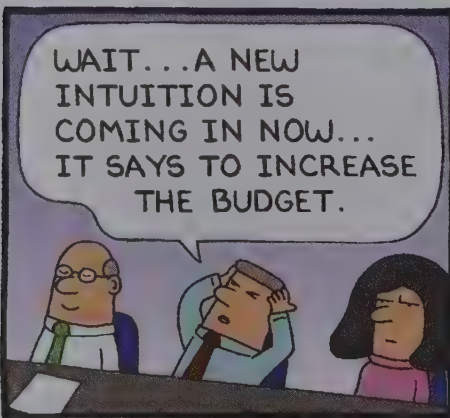
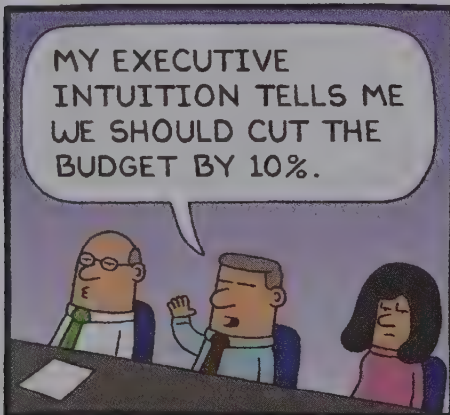
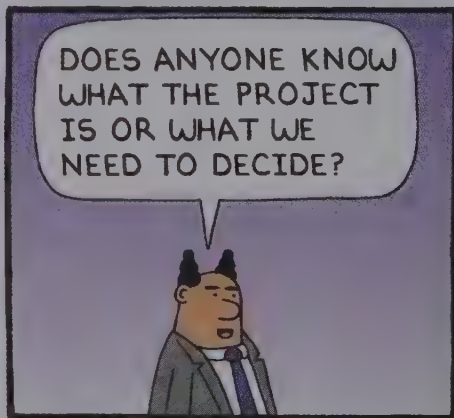
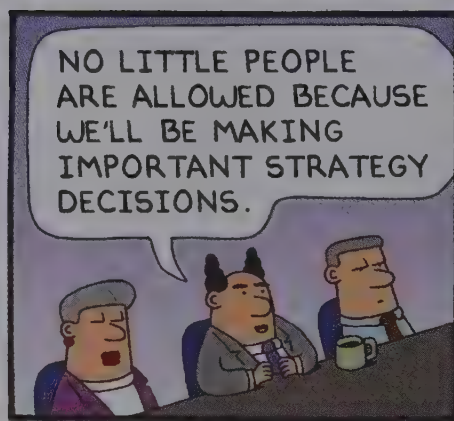


I GUESS WE'RE DONE.

RUN SILENT.



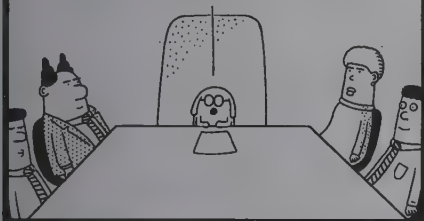
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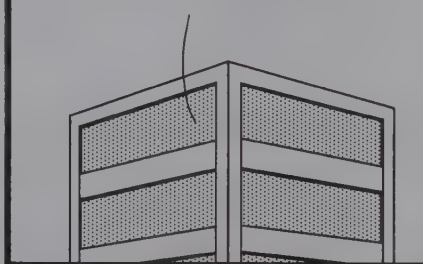
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DOGBERT THE CEO

I'M HAPPY TO ANNOUNCE
THAT THE GOVERNMENT
GAVE US A BAILOUT
LOAN OF \$25 BILLION.



I'M EVEN HAPPIER TO
ANNOUNCE THAT I KEPT
THE ENTIRE AMOUNT
FOR MY BONUS.



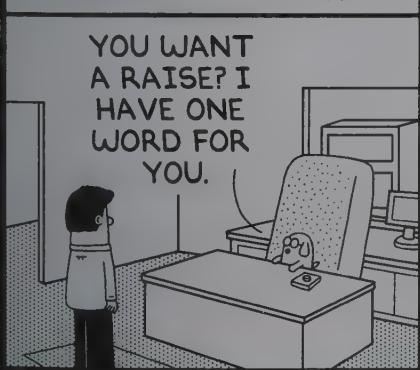
WHO WANTS TO SEE
A PICTURE OF MY
ISLAND FORTRESS?



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DOGBERT THE CEO

YOU WANT
A RAISE? I
HAVE ONE
WORD FOR
YOU.



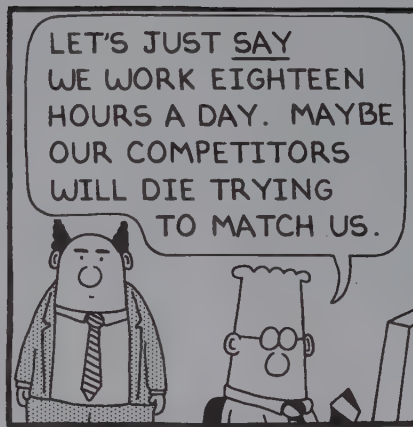
GOINK!



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I LOVE
HAVING
A NEW
FAVORITE
WORD.

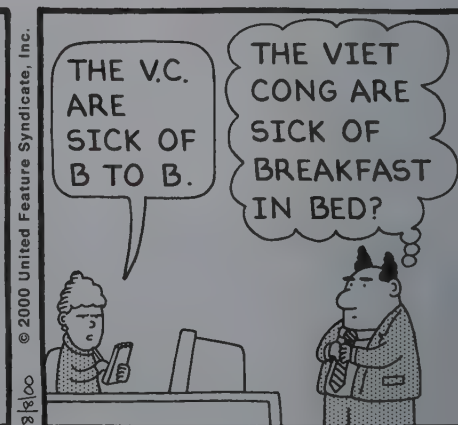
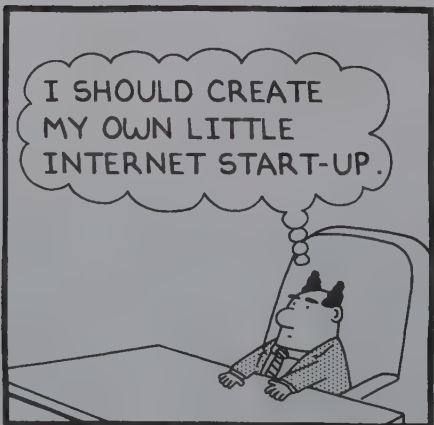




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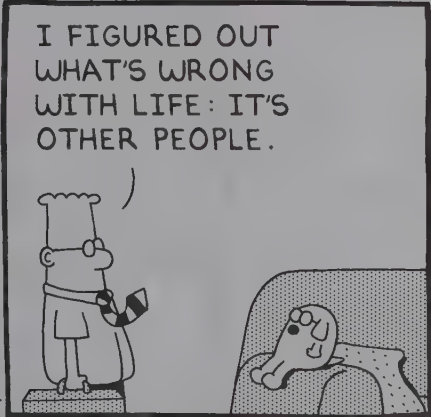
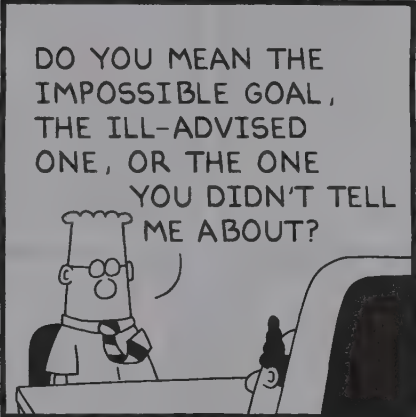
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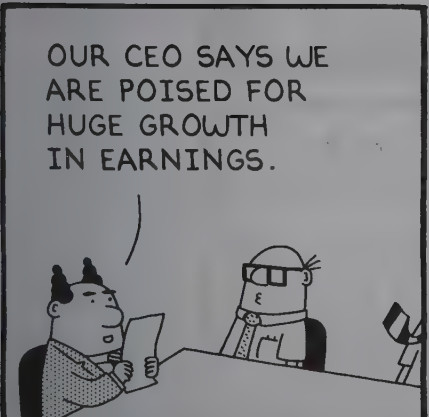
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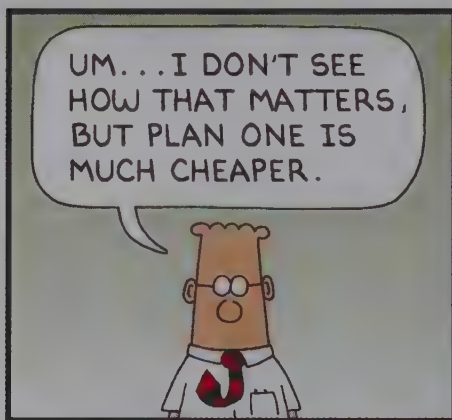
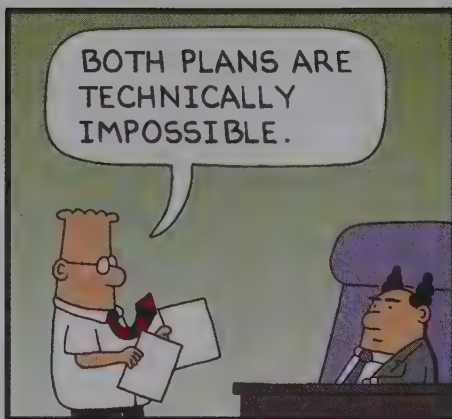
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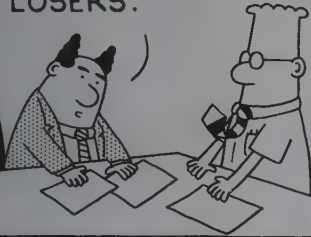


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WE CAN'T SHOW THESE NUMBERS TO OUR VP. THEY MAKE US LOOK LIKE LOSERS.



FIND SOMETHING WE'RE DOING WELL AND GIVE HIM THOSE NUMBERS INSTEAD.



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WOW! OUR INTERNAL SUBTERFUGE IS UP EIGHTY PERCENT!



FIRST, WE'LL LOWER COSTS BY OFFERING A RETIREMENT PACKAGE THAT INDUCES ALL THE SMART EMPLOYEES TO LEAVE.



THEN WE'LL REWRITE OUR MISSION STATEMENT TO MAKE IT FIT BETTER.



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OUR NEW MISSION STATEMENT IS, "IF YOU CAN READ THIS YOU SHOULD HAVE RETIRED BY NOW."



YOUR ACCOUNTING SYSTEM IS SO DYSFUNCTIONAL THAT THE RESULTS ARE MEANINGLESS.



HOW IS IT POSSIBLE THAT NO ONE HAS NOTICED?

I'VE ALWAYS WONDERED ABOUT THAT.

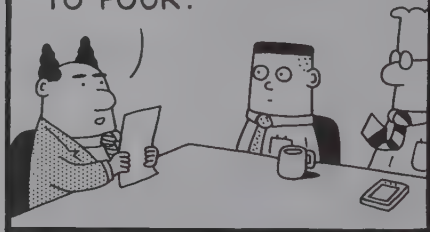


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MY PAYROLL EXPENSES ARE ZERO AGAIN. I'M A MANAGEMENT GENIUS.



OUR CEO HAS VOLUNTARILY SLASHED HIS PAY FROM SIX MILLION PER YEAR TO FOUR.



IN A WRITTEN STATEMENT HE SAID HE WANTS TO, "SHARE THE PAIN."



DO YOU FEEL BETTER NOW?

I MAKE MY OWN UNDER-PANTS FROM SANDWICH BAGS.



OUR CEO'S GOAL IS TO IMPROVE OUR REVENUE PER EMPLOYEE. SO I'M GOING TO FIRE YOU AND BRING YOU BACK AS A CONTRACTOR.



LAST WEEK HIS GOAL WAS TO REDUCE THE NUMBER OF CONTRACTORS. SO YOU CANCELLED MY CONTRACT AND HIRED ME AS AN EMPLOYEE.



WELL, IT LOOKS LIKE SOMEONE DOESN'T LIKE HAVING HIS CHEESE MOVED.



WE'VE HIRED THE WORLD'S MOST INNOVATIVE DESIGN FIRM.



WE'LL OBSERVE THEIR SUCCESSFUL METHODS AND STEAL THEM FOR OUR OWN. HEH HEH HEH.



MAYBE THEIR SECRET IS HIRING SMART PEOPLE.

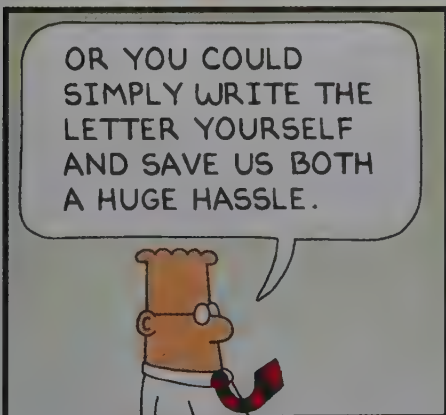
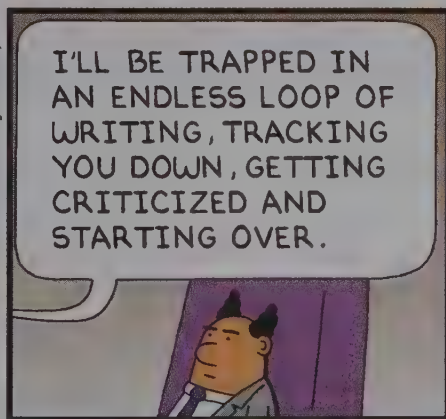
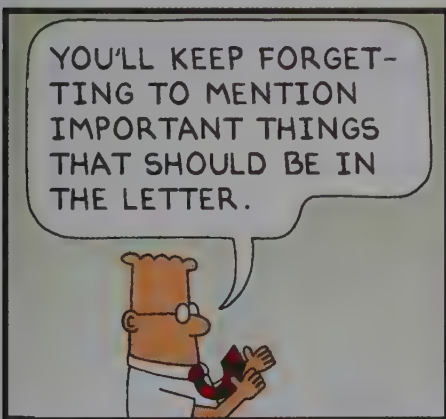
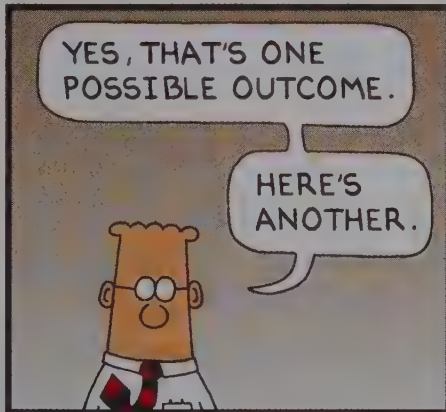
I'M HOPING IT INVOLVES EASELS.



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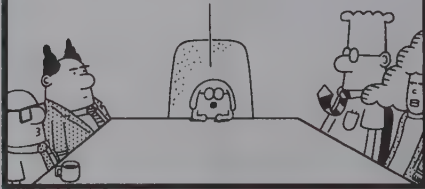
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DOGBERT THE CEO

UNTIL THE COMPANY
RETURNS TO PROFIT-
ABILITY I WILL ONLY
FLY COACH.



I'LL BOOK THREE
COACH SEATS IN A
ROW SO I CAN
STRETCH OUT.

ONE OF YOU WILL
BE A SHERPA FOR
MY BEDDING.



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I'LL BRING MY
OWN AIR MARSHAL
TO PUNCH ANYONE
WHO TALKS WHILE
I'M NAPPING.

AND A VIDEOGRAPHER
SO I CAN SEE THE
PLAYBACK WHEN I
WAKE UP.

DOGBERT THE CEO

NOW THAT YOU'VE
RUN YOUR BANK INTO
THE GROUND, I PLAN
TO BUY IT FOR A
DOLLAR.

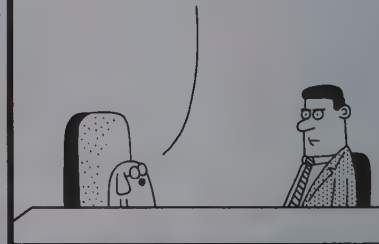


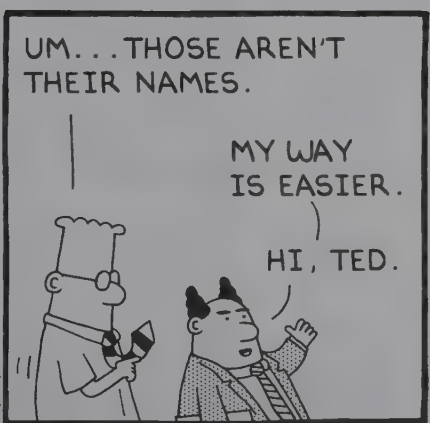
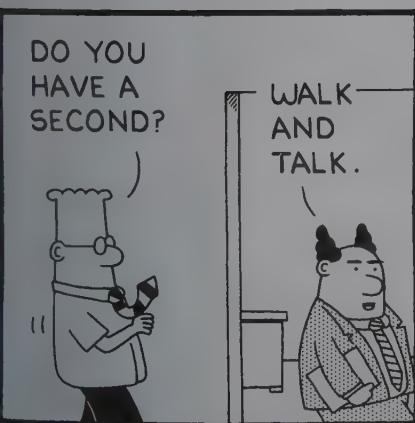
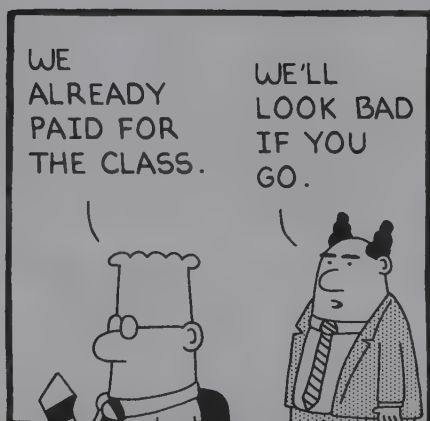
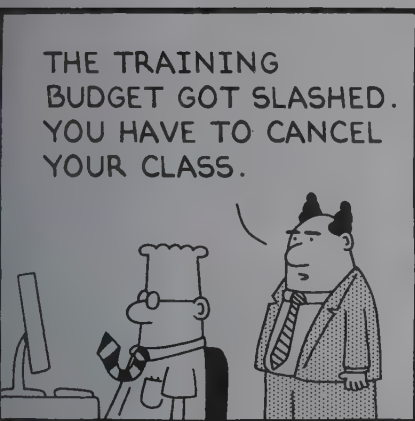
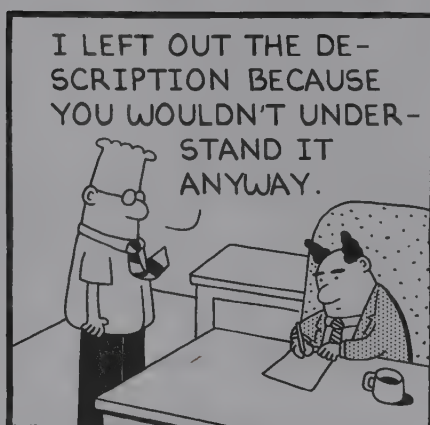
IN PHASE TWO I'LL USE
COMMON BUSINESS
WORDS TO INSULT YOU
FOR A JOB POORLY DONE.



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WHAT DO YOU THINK
OF THAT, YOU BIG
FIDUCIARY BAG?

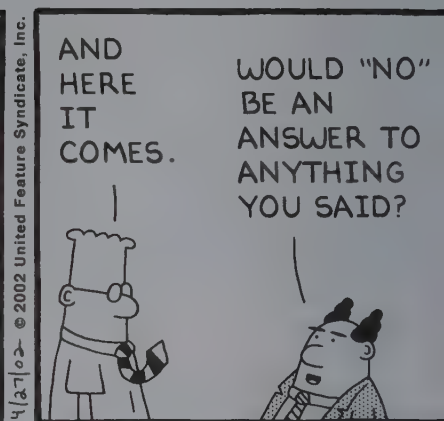
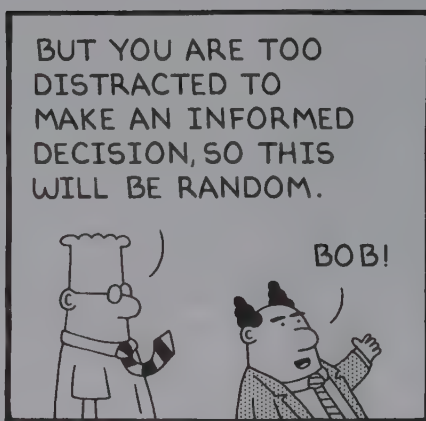
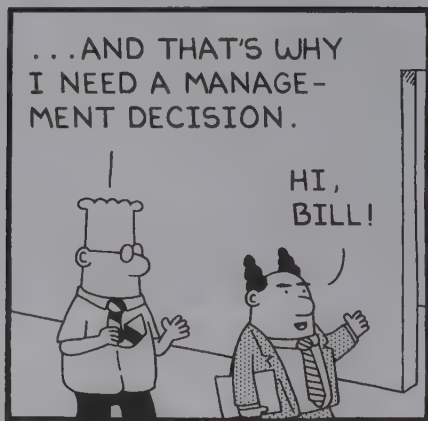




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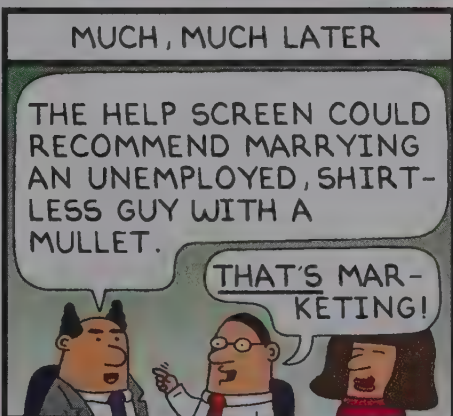
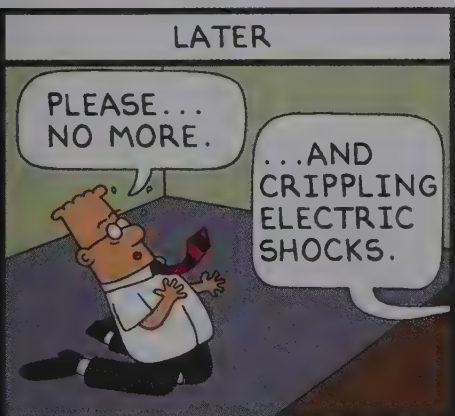
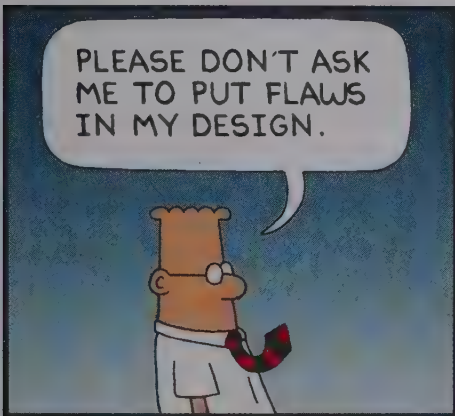
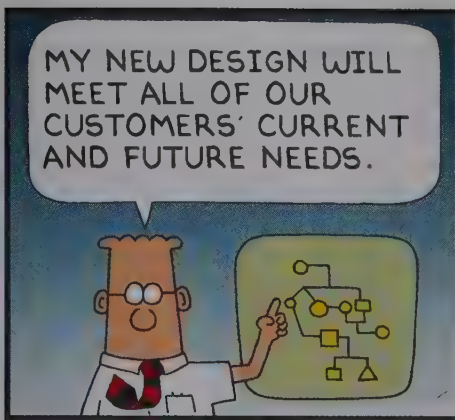
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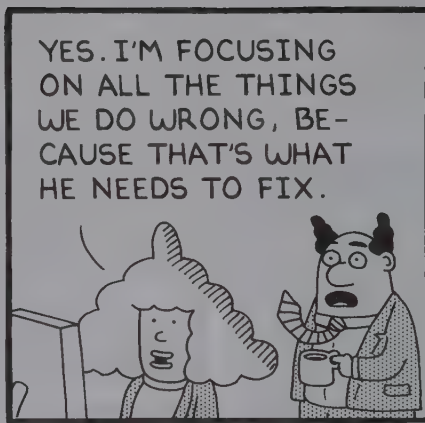
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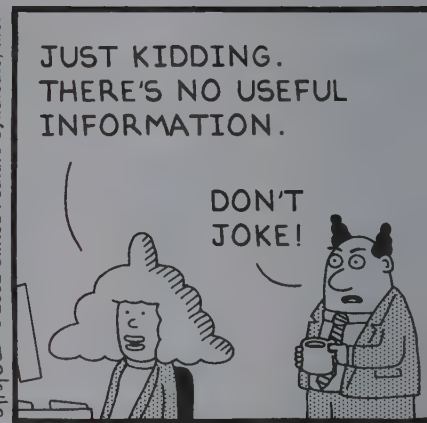
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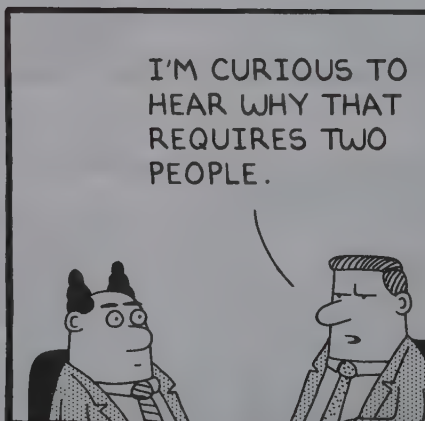
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THE CEO VISIT

THANKS FOR THE PRESENTATION. YOUR DEPARTMENT SEEMS BLOATED.



I'LL ELIMINATE HALF OF YOUR GROUP IN THE NEXT BUDGET MEETING.

THANK YOU.



WHAT ARE YOU GOING TO DO?

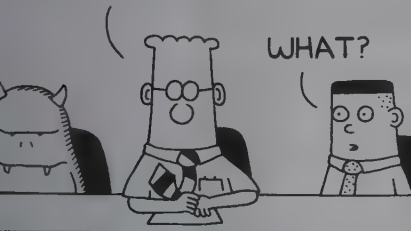
NOTHING. I TOLD HIM WE'RE THE MARKETING DEPARTMENT.



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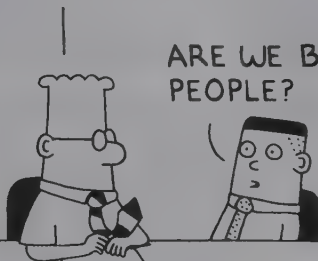
OUR ASSIGNMENT IS TO MAKE OUR ACCOUNTING SYSTEM LESS TRANSPARENT.

WHAT?



WE DON'T WANT INVESTORS TO KNOW WHAT WE'RE DOING.

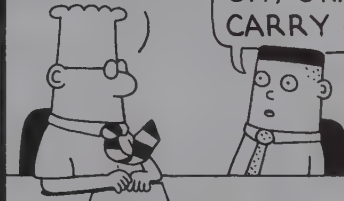
ARE WE BAD PEOPLE?



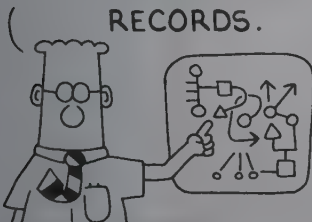
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WE'RE GOOD PEOPLE WHO HAVE BEEN INFLUENCED BY A CORRUPT CORPORATE CULTURE.

OH, OKAY. CARRY ON.



AS REQUESTED, MY PROJECT TEAM HAS ADDED IMPENETRABLE COMPLICATIONS TO OUR ACCOUNTING RECORDS.



AND AN OUTSIDE FIRM IS ERASING ALL MEMORIES FROM SENIOR MANAGEMENT.

HOW DO THEY DO THAT?

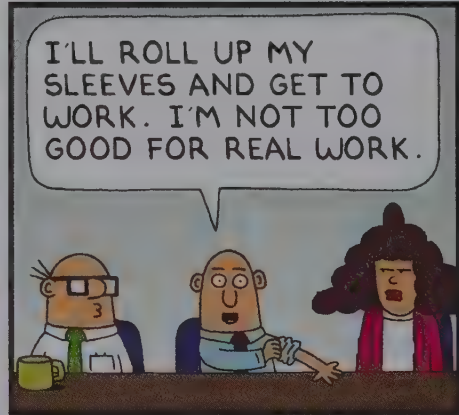
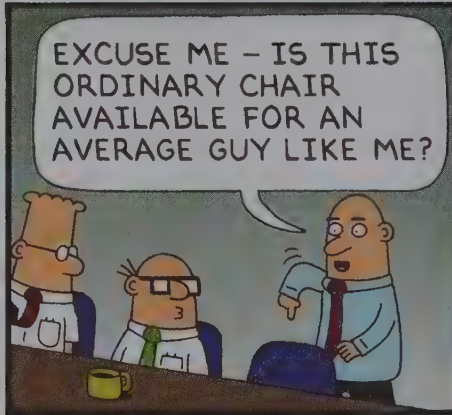


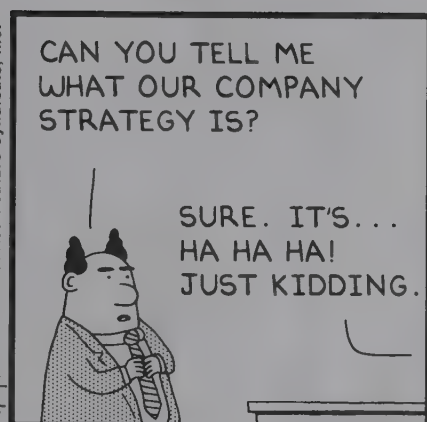
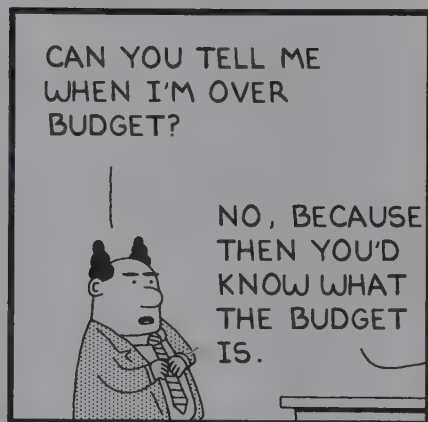
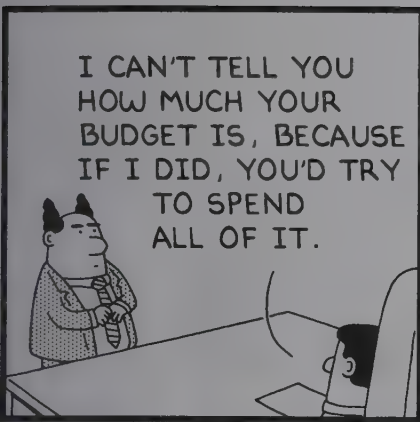
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OKAY, YOU'RE READY TO TALK TO CONGRESS.

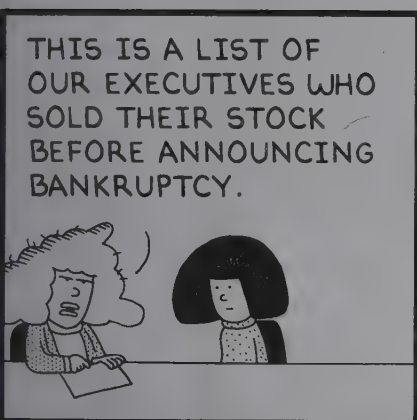
THANK YOU.



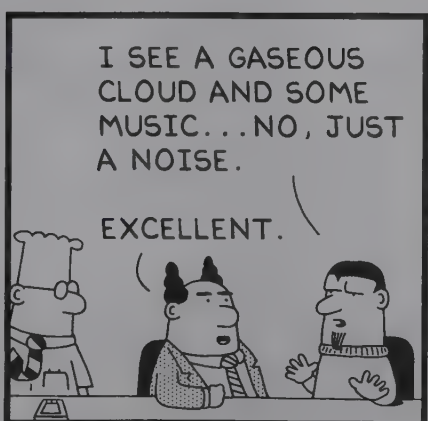




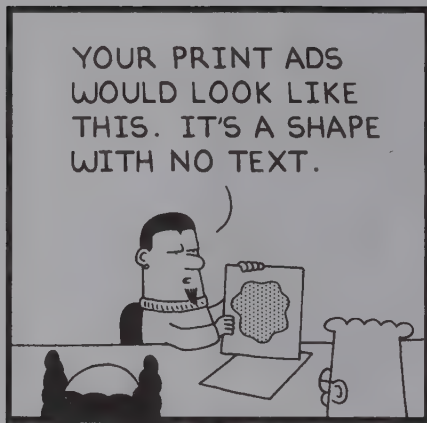
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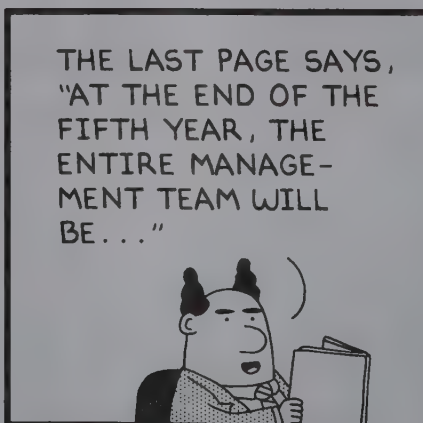
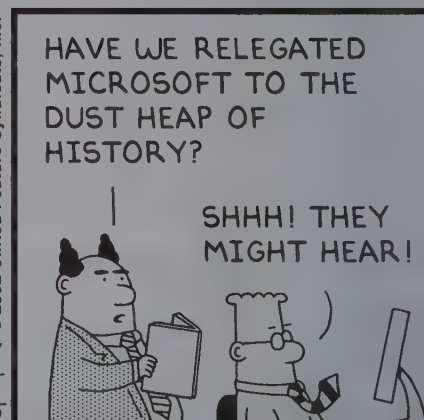
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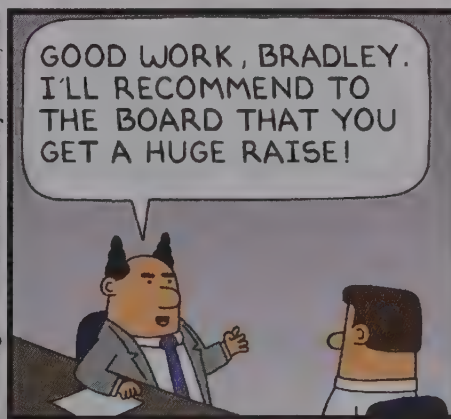
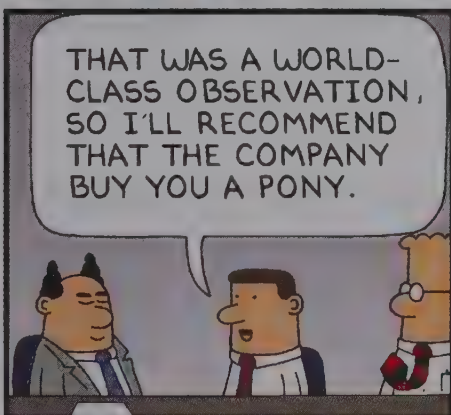
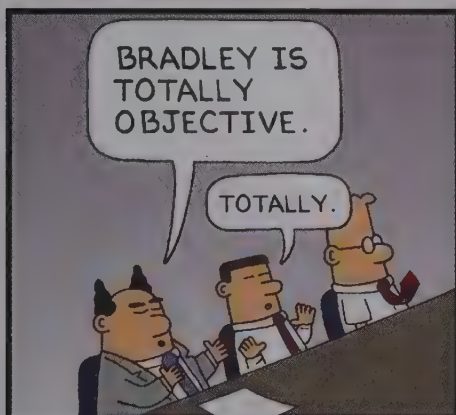
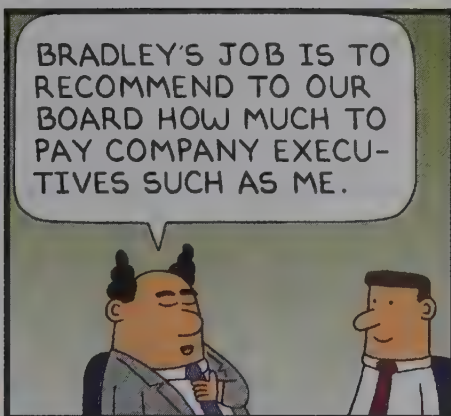


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THIS IS OUR NEW CEO,
RUFUS T. SKWERREL.
HIS FIRST JOB WAS
TRAILER PARK BURGLAR.



BUT THANKS TO A
SERIES OF MERGERS
AND ACQUISITIONS,
NOT TO MENTION
SUSPICIOUS ACCOUNT-
ING, HERE WE ARE.



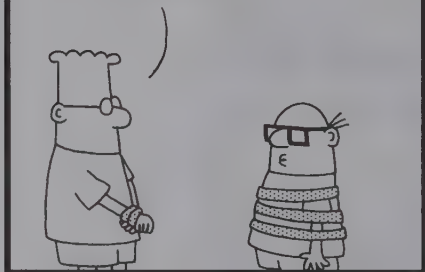
WOULD
YOU LIKE
TO SAY
A FEW
WORDS?

WALLET
AND
WATCH.

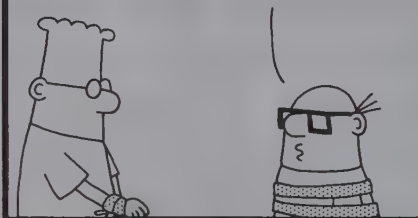


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I LIKE OUR NEW
CEO. HE HAS
CHARISMA.



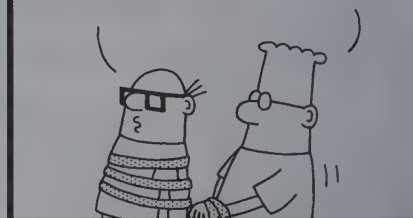
THE MAN SURE KNOWS
HOW TO ROB. HE'S
A MIRACLE WORKER
WITH DUCT TAPE.



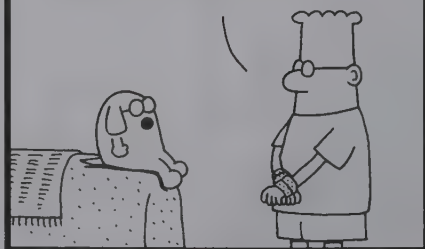
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HE EVEN
GAVE ME
BACK MY
EMPTIED
WALLET.

CLASSY
MOVE.



THEN OUR NEW CEO
BACKED UP A MOVING
VAN TO THE BUILDING
AND ROBBED US.



AT FIRST WE THOUGHT
HE WAS BREAKING THE
LAW, BUT HE HAD A
WRITTEN OPINION
FROM HIS TAX LAWYER
SAYING IT WAS
PROBABLY OKAY.



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WHAT
DID THE
BOARD
OF DIREC-
TORS DO?

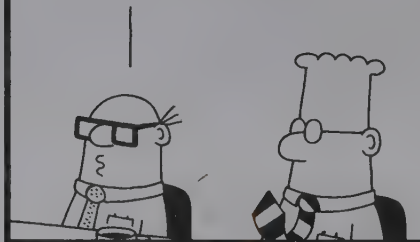
AFTER
LOADING
THE VAN?



DOES ANYONE HAVE
A SUGGESTION FOR
REDUCING OUR
INVENTORY?



LET'S SELL IT TO
OUR CUSTOMERS.



WOULD
THAT
WORK?

FEEL FREE
TO TELL THE
BOARD THAT
IT'S YOUR
IDEA.



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DOGBERT THE INVEST-
MENT BANKER

WE HAVE ALL OF THE
ELEMENTS TO MAKE
THE MERGER A SUCCESS.

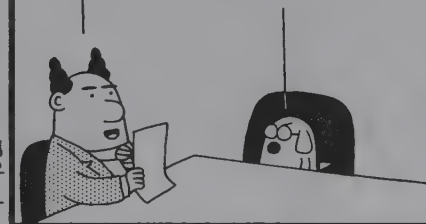


...CORRUPT AUDITORS,
CORRUPT CFO, CORRUPT
STOCK ANALYSTS,
GREEDY BANKERS AND
CLUELESS BOARD
MEMBERS.



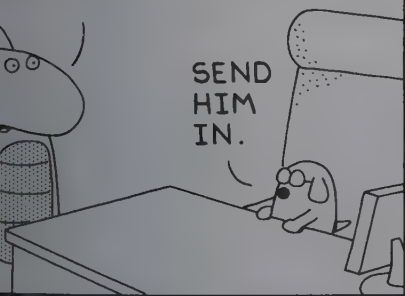
AND
YOU?

WHAT
ARE YOU
IMPLYING?



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THE REPORTER FROM
MONEYBAGS MAGAZINE
IS HERE.



SEND
HIM
IN.

ARE YOU PLANNING
TO ASK MY EMPLOYEES
IF MY CLAIMS ARE
TRUE?



NAH, TOO
LAZY.

I CREDIT MY SUCCESS
TO THE FOOT MASSAGES
I PERSONALLY GIVE
TO EACH EMPLOYEE.



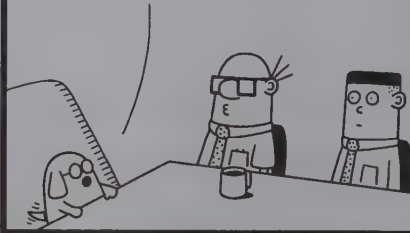
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DOGBERT THE CEO

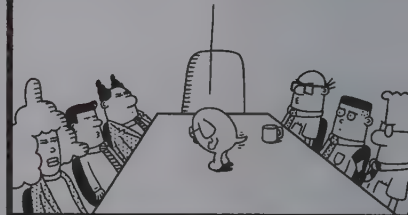
OUR NEW FINANCIAL
PRODUCT IS A HYBRID
OF RISKY MORTGAGE
LOANS AND A PONZI
SCHEME.



WE'LL COVER OUR BAD
LOAN LOSSES WITH OUR
PROFITS FROM MAKING
EVEN WORSE LOANS.



I'LL NEED SOME
WAGGING ROOM
WHILE I TELL YOU
HOW THIS TIES INTO
MY BONUS STRUCTURE.



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DOGBERT THE CEO

DOES ANYONE
HAVE ANY
QUESTIONS
ABOUT MY
STRATEGIES?

YES,
I...



BONK!

ZING!

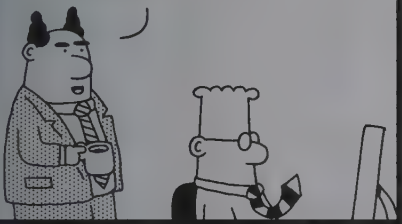


THIS ISN'T
THE DOTCOM
ERA.



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MAKE YOUR "POWER-POINT" PRESENTATION SO BORING THAT OUR CEO WILL SLIP INTO A TRANCE.



THEN I'LL WHISPER TO HIM SUBLIMINAL SUGGESTIONS TO INCREASE OUR BUDGET.



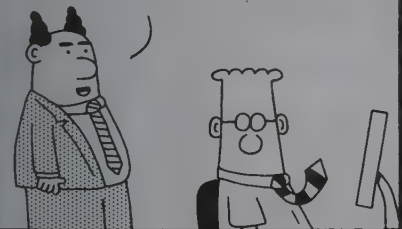
MORE BUDGET.

KILL THE POINTY-HAIRED MONSTER



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IN RESPONSE TO YOUR CONTINUOUS HARPING ABOUT NOT HAVING ENOUGH FUNDING...



I HIRED AN EXPENSIVE CONSULTANT TO ANALYZE YOUR BUDGET.



I'LL HAVE TO RUN SOME CHAOS AND COMPLEXITY SIMULATIONS, BUT IT LOOKS AS IF YOU NEED MORE MONEY.



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THE DEPARTMENT THAT CUTS COSTS THE MOST WILL GET OUR CEO AS ITS SECRETARY FOR A DAY.



I'M DEEPLY OFFENDED BY THE IMPLICATION THAT MY JOB IS SO TRIVIAL THAT IT CAN BE USED AS A PRIZE.

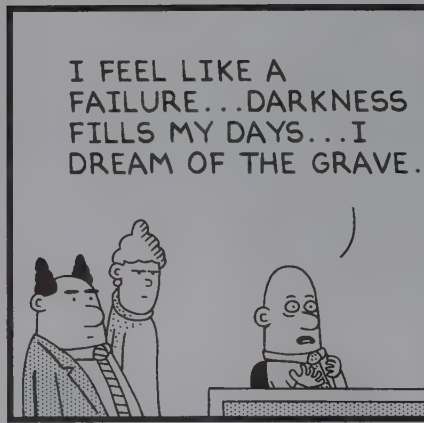
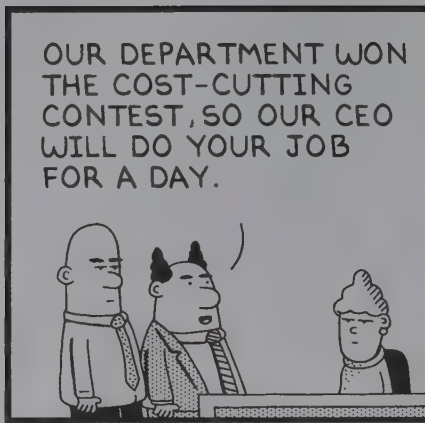


MAYBE YOU CAN TRAIN HIM TO PHONE YOUR KIDS AND YELL AT THEM.

NOT FUNNY!!



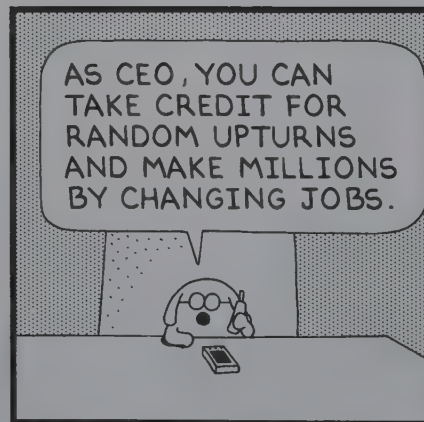
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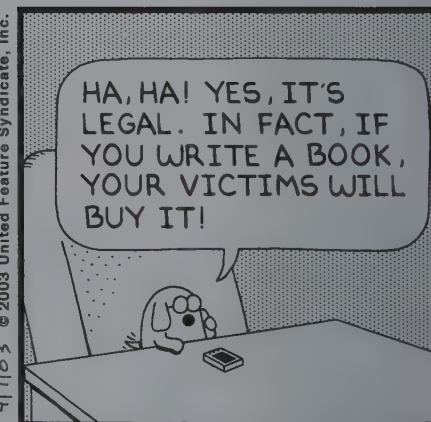
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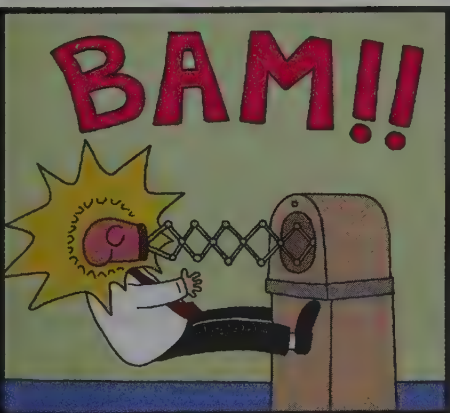
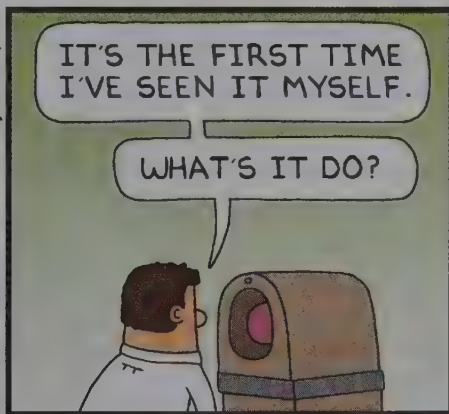
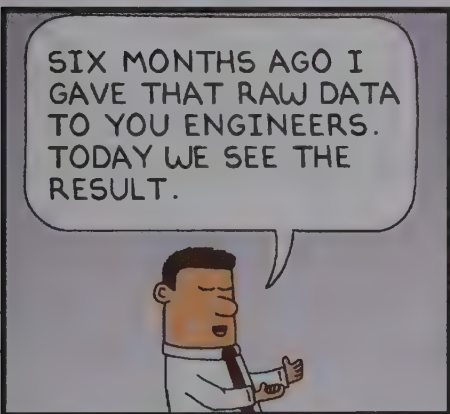
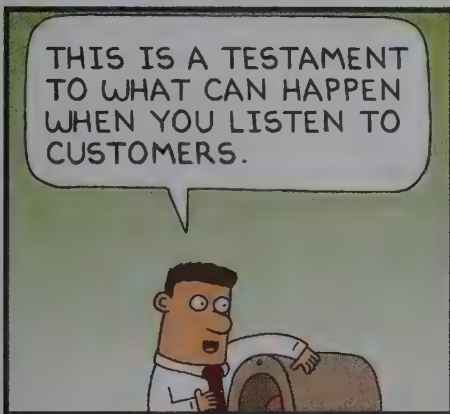
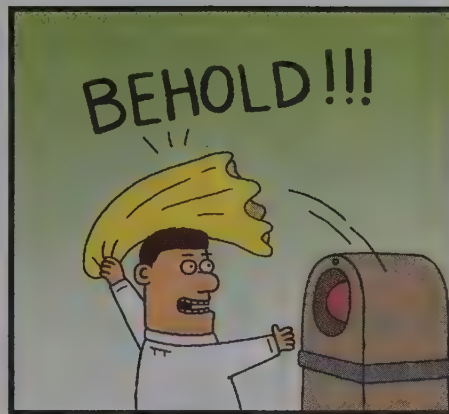


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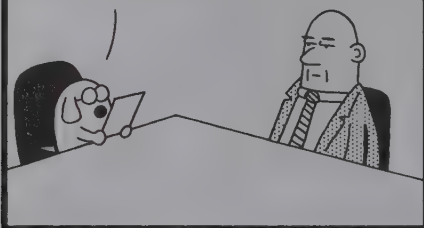




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DOGBERT THE HEADHUNTER

WE'LL NEED TO REWORD THE CEO SECTION OF YOUR RESUME.

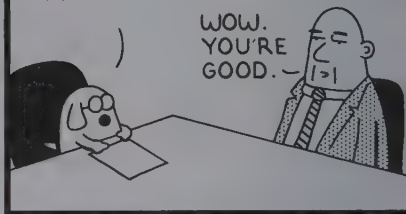


FOR EXAMPLE, THERE'S NEVER A RIGHT TIME TO USE THE WORD "PLUNDERED."



AND INSTEAD OF "SUCKERS IGNORED OUR P/E RATIO," SAY YOU "ENHANCED STOCKHOLDER VALUE."

WOW. YOU'RE GOOD.



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QUESTION: HOW DO YOU KNOW WHICH MANAGEMENT TECHNIQUES WORK BEST?



LOGICALLY, DOESN'T THE EXISTENCE OF THOUSANDS OF MANAGEMENT BOOKS SHOW THAT NO ONE KNOWS WHAT WORKS BEST?



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THE TRICK IS KNOWING WHICH ONE TO READ.

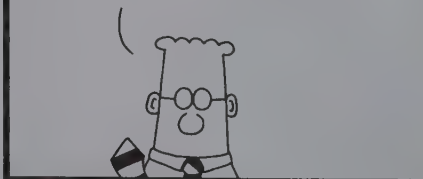
NOW YOU'RE JUST MAKING ME MAD.



CAN YOU SUMMARIZE THIS ON ONE PAGE FOR OUR CEO?



YES, BUT IT WILL OBLITERATE THE PERSUASIVENESS OF THE DOCUMENT AND COST US BILLIONS IN LOST OPPORTUNITY.



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I SEE YOUR POINT, BUT BEING WORDY IS BAD, TOO.



CATBERT: EVIL H.R. DIRECTOR

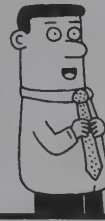
I'M REMINDING
EVERYONE THAT
LAYOFFS CAN
IMPROVE
MORALE.



LAYOFFS PROVE
THAT MANAGEMENT
IS CAPABLE OF
MAKING TOUGH
DECISIONS TO TURN
THINGS AROUND!



YOU'RE RIGHT!
I DO FEEL MORE
OPTIMISTIC
NOW!



SECONDLY,
YOU'RE
FIRED.



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SENIOR MANAGEMENT
KNOWS THEY NEED TO
RETAIN KEY EMPLOYEES
DURING HARD TIMES.



THAT'S WHY THEY'RE
GIVING THEMSELVES
HUGE RETENTION
BONUSES.



SO, THEY'RE
BLACKMAILING
THEMSELVES?



YOU CAN MAKE
ANYTHING
SOUND BAD.

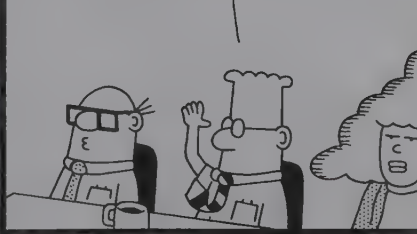


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THE FUTURE OF THE
COMPANY DEPENDS
ON NEW PRODUCT
REVENUE.



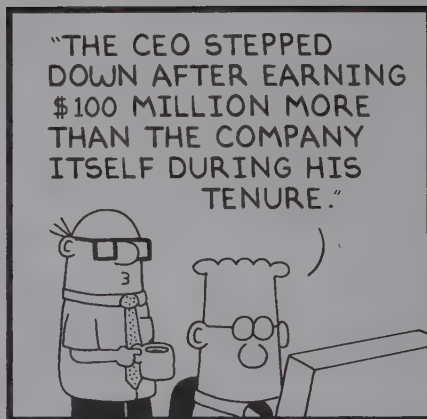
QUESTION: IS THAT
WHY YOU SLASHED
THE RESEARCH AND
DEVELOPMENT BUDGET?



IF YOU'RE SO SMART,
LET'S SEE YOU DESCRIBE
OUR FUTURE WITHOUT
USING THE WORD
"DOOMED."



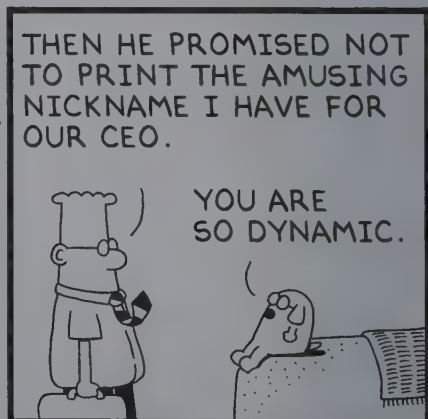
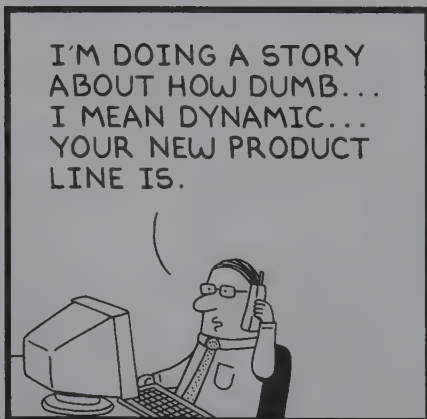
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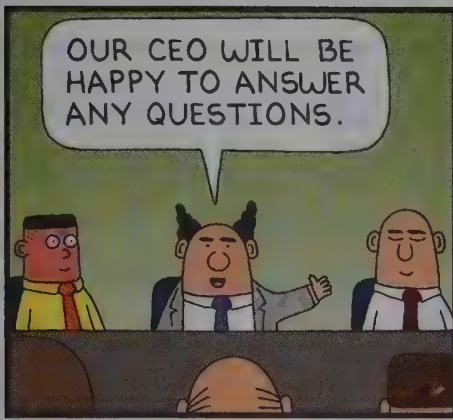
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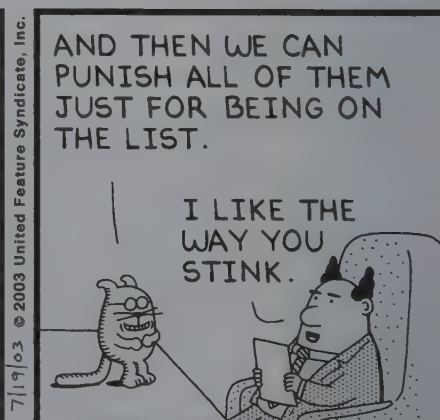
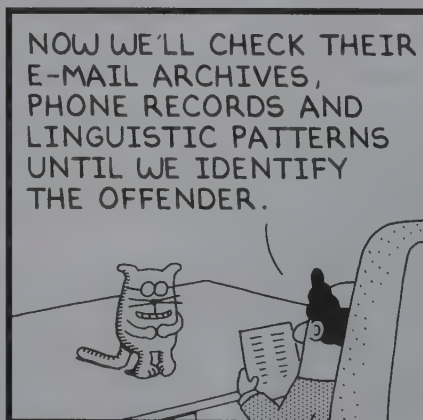
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WOULD YOU LIKE TO
MAKE A HUNDRED
MILLION DOLLARS FOR
JUST SHOWING UP AT
WORK?

YES!

MY AUDIO LESSONS
TEACH YOU HOW TO
BECOME AN UNDER-
PERFORMING CEO.

\$19.95

STEP ONE: BECOME
A CEO. STEP TWO: BE
THE SORT OF PERSON
WHO WOULD BUY THESE
AUDIO LESSONS.

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AS REQUESTED, I WROTE
THE BUSINESS PLAN TO
SHOW PROFITABILITY
BY YEAR THREE.

THE KEY REVENUE
ASSUMPTION IS THAT
AN ARMORED CAR
CRASHES THROUGH THAT
WALL AND
SPILLS ITS
CONTENTS.

AND DON'T STAND
WHERE THE COMET IS
ASSUMED TO STRIKE
OIL.

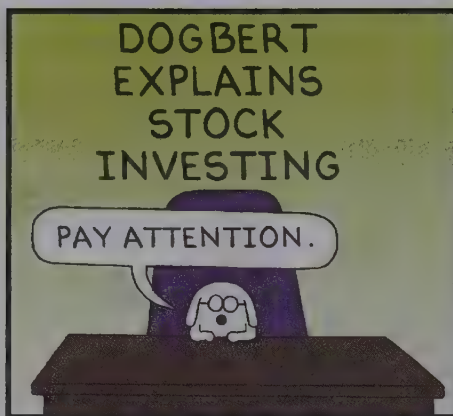
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THE MANAGEMENT
RETREAT IN HAWAII
WAS PRODUCTIVE.

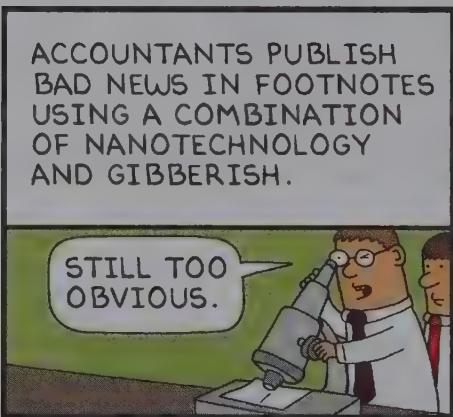
WE CALCULATED HOW
MANY EMPLOYEES
WE NEEDED TO DOWN-
SIZE TO PAY FOR THE
TRIP.

DON'T BLAME ME, TED.
I VOTED AGAINST THE
THIRD HELICOPTER
RIDE.

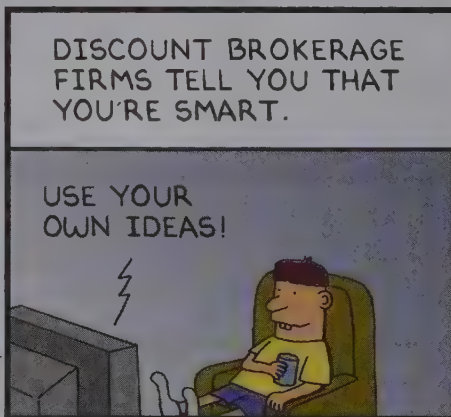
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5-2-04



I AVERAGED THE TOP-DOWN BUDGET WITH THE BOTTOM-UP BUDGET.



AS YOU CAN SEE, THE IGNORANCE AND CRUELTY CANCELED OUT THE LYING AND OPTIMISM.



DO YOU HAVE ANYTHING TO CANCEL OUT FEELINGS OF A WASTED HOUR?

HAVE YOU TRIED DESPAIR?



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OUR COMPANY IS RELOCATING HEAD-QUARTERS TO BE NEARER OUR CEO'S HOME.



WHEN ASKED ABOUT THE JUSTIFICATION FOR THE HUGE EXPENSE, OUR CEO QUIPPED, "HA HA HA! EAT MUD AND DIE!"

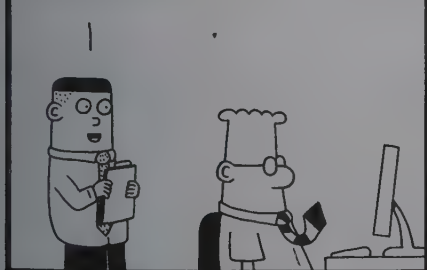


THEN HE GAVE HIMSELF SOME STOCK OPTIONS AND WENT TO BUY A HUMMER.

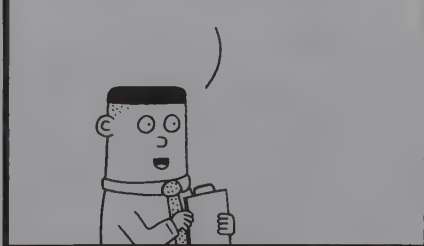


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I AM IN CHARGE OF THE OFFICE RELOCATION PROJECT, ALSO KNOWN AS O.R.P.



I HAVE NEVER MANAGED ANYTHING, BUT I HAVE STUDIED OUR BOSS TO LEARN HIS METHODS.

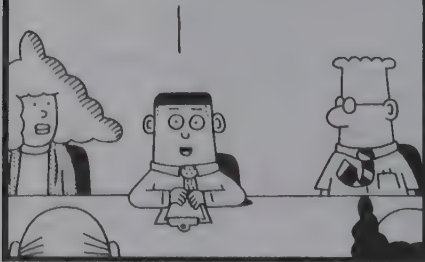


LET'S SEE...STEP ONE, I CORNER YOU. STEP TWO, I TALK UNTIL YOU SCREAM ABOUT SEEING A BRIGHT LIGHT.



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THE OFFICE RELOCATION PROJECT IS PROCEEDING WITHOUT ANY PROBLEMS WHATSOEVER.



GAAA!!! IT'S A LIE!!!
OUR POSSESSIONS
WILL BE LOST AND WE
WILL HAVE NO PHONE
SERVICE!!!



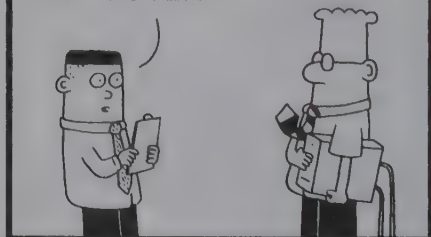
I DON'T MEAN TO
WORRY ANYONE, BUT
YOU SHOULD LOOK FOR
NEW JOBS RIGHT AWAY.



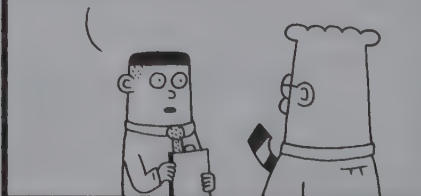
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OFFICE RELOCATION

YOU ARE NOT ALLOWED
TO MOVE YOUR OWN
COMPUTER.

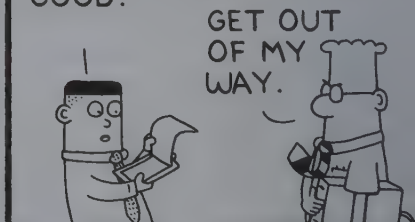


IT MUST BE LEFT IN
AN EASILY STEALABLE
CONDITION FOR THREE
DAYS UNTIL THE MOVERS
TAKE IT TO THE WRONG
CUBICLE.



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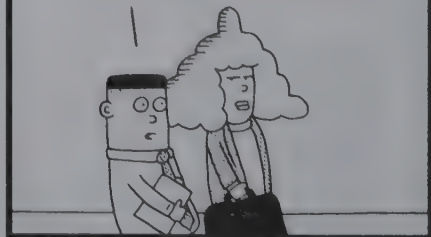
THEN UNTRAINED I.T.
PROFESSIONALS WILL
SHOVE AN ETHERNET
CABLE INTO YOUR
STAPLER AND CALL IT
GOOD.



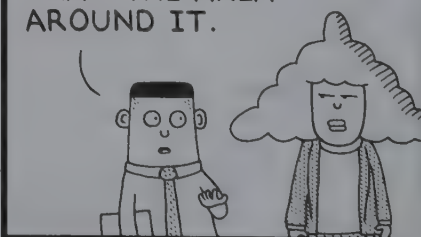
GET OUT
OF MY
WAY.

OFFICE RELOCATION

SOME CUBICLES ARE
SLIGHTLY LESS DESIR-
ABLE THAN OTHERS.

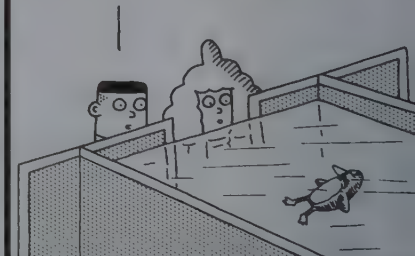


FOR EXAMPLE, YOUR
NEW CUBICLE IS BELOW
AN AIR DUCT SO IT
IS SOMETIMES COOLER
THAN THE AREA
AROUND IT.



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I ASKED THE FACIL-
ITIES PEOPLE TO CHIP
OUT THE PENGUIN AS
SOON AS POSSIBLE.



DOGBERT THE CEO

THE UNION WILL
AGREE TO DEEP
CUTS IF YOU AGREE
TO WORK FOR ONE
DOLLAR PER YEAR.

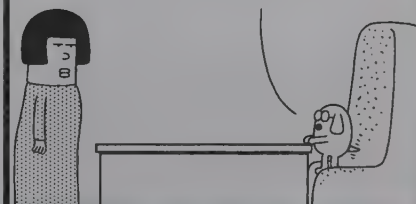


I AGREE, AS LONG
AS I GET MY PAY IN
ADVANCE AND THE
MANDATORY RETIRE-
MENT AGE IS WAIVED.

FINE.



CALL PAYROLL AND
TELL THEM TO CUT
A CHECK FOR MY NEXT
TEN BILLION YEARS
OF SERVICE.



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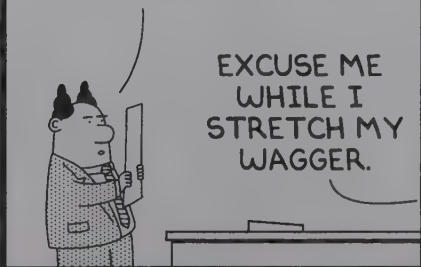
DOGBERT THE CEO

THE NEW
MOTIVATIONAL
POSTERS ARE IN.



AS YOU REQUESTED,
I BOUGHT THE LEAST
EXPENSIVE ONES.

EXCUSE ME
WHILE I
STRETCH MY
WAGGER.

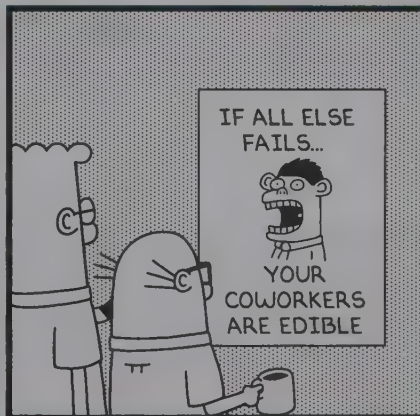


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IF ALL ELSE
FAILS...



YOUR
COWORKERS
ARE EDIBLE



OFFICE RELOCATION

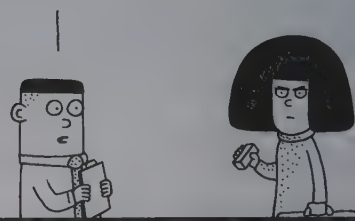
YOUR NEW CUBICLE IS LESS ROOMY THAN THE OLD ONE. YOU WILL NEED THIS BUTTER.



APPLY IT LIBERALLY TO YOUR TORSO AREA AND YOU CAN SLIDE RIGHT IN.



BUT DON'T STAY IN THERE FOR MORE THAN 10 MINUTES AT A TIME BECAUSE IT ATTRACTS RATS.



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THE EXPENSE CUTTERS AWARD GOES TO WALLY FOR DRASTICALLY LOWERING HIS CELL PHONE BILL.



WALLY, WOULD YOU LIKE TO SAY A FEW WORDS TO THE GROUP?

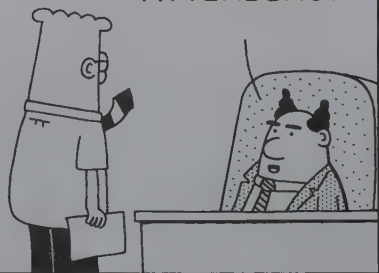


I LOST MY PHONE LAST MONTH. HEY, THANKS FOR THE HUNDRED DOLLARS!



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OUR CEO IS GIVING A SPEECH AT THE CONFERENCE YOU'RE ATTENDING.



ASK HIS SECRETARY IF YOU CAN SAVE MONEY BY RIDING TOGETHER ON THE CORPORATE JET.



HE DOESN'T WANT TO INHALE ANYTHING YOU'VE EXHALED.



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I NEED YOUR APPROVAL TO...

...BE EXHAUSTED, BORED, STIFF, HEAD-ACHEY, ANNOYED AND CONSTIPATED FOR THE NEXT THREE DAYS.

ALSO KNOWN AS "BUSINESS TRAVEL."

I MUST BE TRAVELING RIGHT NOW!

EVERYONE, THIS IS DILBERT. HE FLEW HALF-WAY AROUND THE WORLD TO GIVE US THIS PRESENTATION.

WHAT? I THOUGHT I FLEW HERE SO YOU COULD GIVE ME A PRESENTATION.

MAYBE I COULD SHOW YOU SOME PROPRIETARY DOCUMENTS.

I'D LIKE THAT.

PROFITS ARE DOWN, SO WE FIRED THE SALES DEPARTMENT TO REDUCE COSTS.

THIS STRATEGY HEAVILY DEPENDS ON PEOPLE DRIVING TO OUR WAREHOUSE AND BEGGING FOR OUR PRODUCTS.

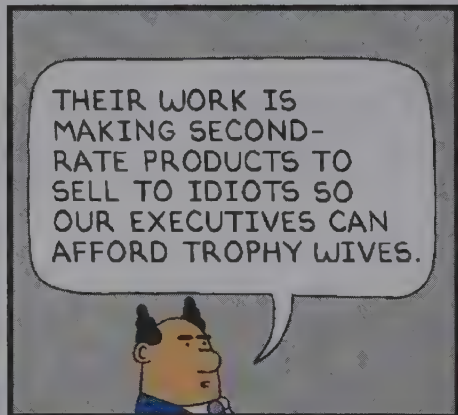
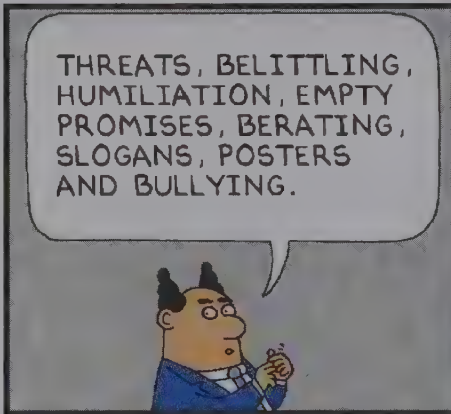
DO YOU THINK I SHOULD WRITE A BOOK?

I'D TRY READING ONE FIRST.

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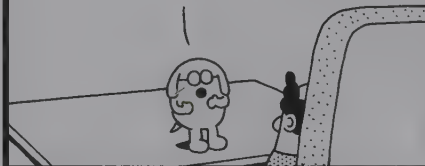
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YOU NEED TO CHANGE THE COMPANY'S NAME TO CREATE THE ILLUSION OF PROGRESS.

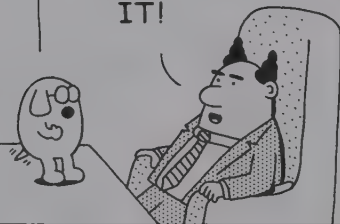


THE NAME SHOULD BE HI-TECH SOUNDING WITH A HINT OF ONOMATOPOEIA THAT SIGNALS YOUR TOTAL LACK OF AWARENESS.



MAYBE SOMETHING LIKE "DUHFLUSHTECH, INC."

I LIKE IT!

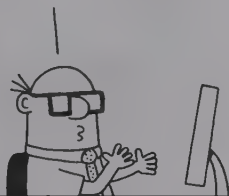


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WALLY, I DISCOVERED A DEADLY SAFETY FLAW IN OUR PRODUCT. WHO SHOULD I INFORM?



NO ONE. THE STOCK WOULD PLUNGE AND WE'D HAVE MASSIVE LAYOFFS. YOUR CAREER WOULD BE RUINED.



BUT MY NEGLIGENCE COULD CAUSE THE DEATHS OF A DOZEN CUSTOMERS.

THE FIRST DOZEN IS ALWAYS THE HARDEST.



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ALICE, IF I FAIL TO BLOW THE WHISTLE ON OUR PRODUCT'S SAFETY PROBLEM, I WILL BE LIKE A MURDERER!



NO, TECHNICALLY YOU'D BE MORE LIKE A KILLER, YOU WUSS.



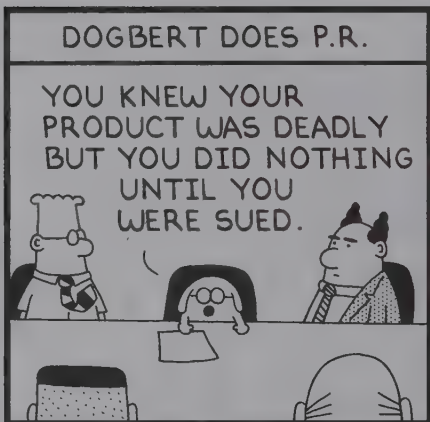
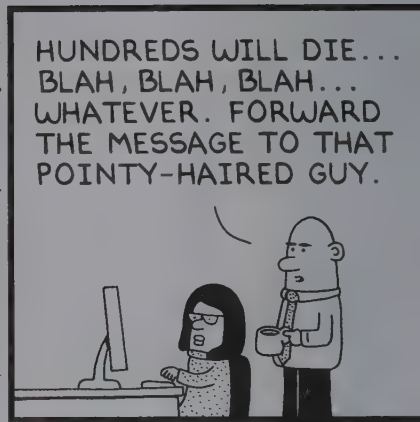
MY GUTS FEEL LIKE I SWALLOWED A SQUIRREL. YOU HAVE TOTALLY SUCKED THE FLAVOR OUT OF THIS SCENE.



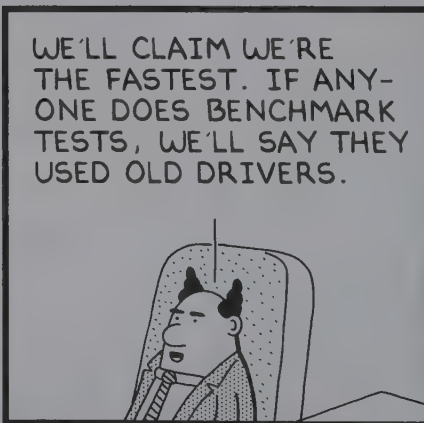
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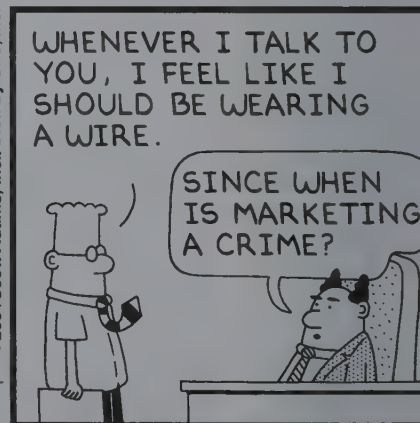
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DOGBERT CONSULTS

NEVER LISTEN TO
YOUR CUSTOMERS.



THEY WERE DUMB
ENOUGH TO BUY
YOUR PRODUCT,
SO THEY HAVE NO
CREDIBILITY.



THAT REMINDS ME :
THANKS FOR BUYING
MY SERVICES. DON'T
TALK. SHHHH.



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2-5-04

DOGBERT CONSULTS

YOUR COMPANY HAS
BECOME SYNONYMOUS
WITH INCOMPETENCE
AND CRIME.



STOP TRYING TO BE ALL
THINGS TO ALL PEOPLE.
FOCUS ON EITHER THE
INCOMPETENCE OR THE
CRIME.



FOR YOUR NEW LOGO ,
I USED COMPUTER
GRAPHICS TO CREATE
A COMPOSITE FACE
THAT LOOKS TOTALLY
INCOMPETENT.



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2-6-04

WE HAVE TOO MANY
MANAGERS SO I'M
MAKING YOU AN
ASPECT MANAGER.



YOU'LL BE IN CHARGE
OF ONE ASPECT OF A
CORPORATE OBJECTIVE.



PLEASE
JUST
FIRE
ME.

YOUR
ASPECT
WILL BE
MORALE.

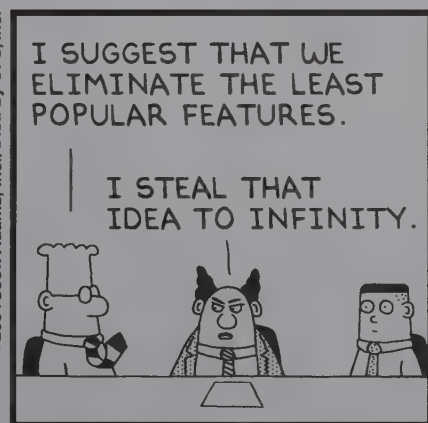
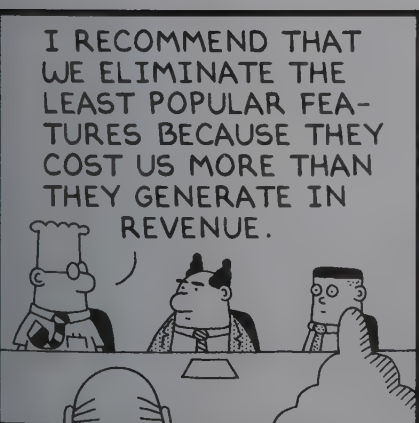
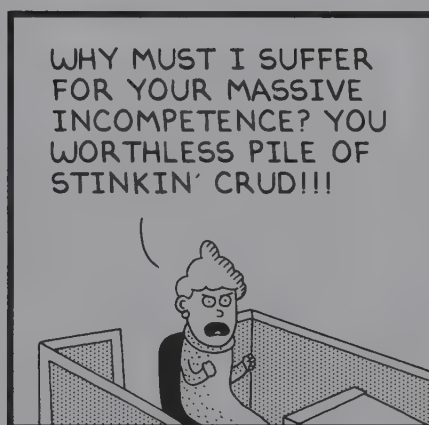
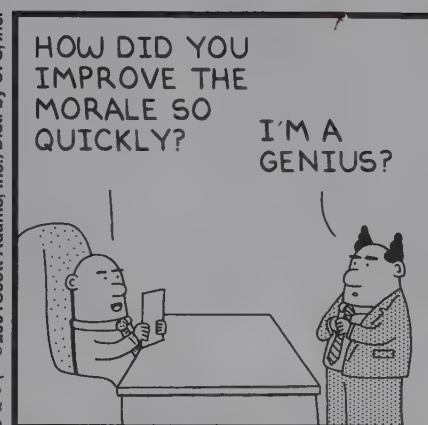


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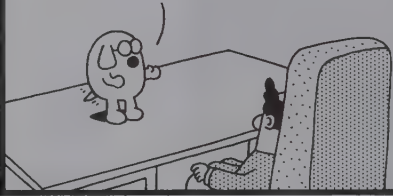


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YOU CAN ROB YOUR SMALL SUPPLIERS BY MAKING UNAUTHORIZED DEDUCTIONS FROM THEIR INVOICES.



WHEN THEY COMPLAIN, SAY IT'S A STANDARD INDUSTRY PRACTICE AND THREATEN TO TAKE YOUR BUSINESS ELSEWHERE!



THEN MAKE THEM DANCE LIKE CHICKENS!

HA HA!! CHICKENS ARE FUNNY!



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I'M GOING TO A MEETING WITH MY BOSS.

DID YOU STRETCH FIRST?



YOU NEED TO LIMBER UP YOUR LYING MUSCLES OR YOU'LL STRAIN SOMETHING.



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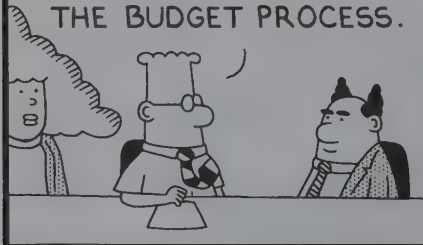
REALLY? THINGS ARE GOING THAT WELL??!

DIDN'T STRETCH.



PROJECT MEETING

I'LL HAVE TO CUT A FEW CORNERS BECAUSE OF YOUR BUNGLING OF THE BUDGET PROCESS.



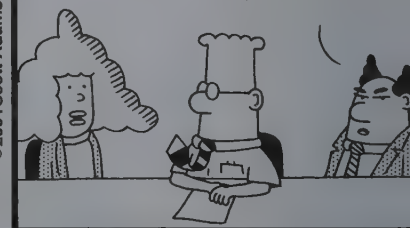
IF WE SKIP DESIGN, PROTOTYPE, TESTING AND MANUFACTURING, WE CAN AFFORD THE PRODUCT RECALL.



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WE'LL SAVE ON SHIPPING, TOO.

IS BUNGLE THE SAME AS JUGGLE?



DOGBERT THE CEO
VERSUS THE MBA

MY ANALYSIS
DOESN'T SUPPORT
YOUR STRATEGY.



MY ANALYSIS SAYS
I CAN HIRE THREE
HIGH SCHOOL DROP-
OUTS TO SLAP YOU
UNTIL IT DOES.



NO...
PLEASE,
NOT
DROP-
OUTS!

THEY WILL
KICK YOUR AS-
SUMPTIONS.



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DOGBERT THE CEO

WE'LL EXECUTE
OUR STRATEGY IN
THE USUAL WAY.



THE POWERFUL WILL
DELEGATE TO THE
UNTALENTED UNTIL
FAILURE IS ACHIEVED.



HOW LONG
WILL THAT
TAKE?

WE
JUST
FINISHED.



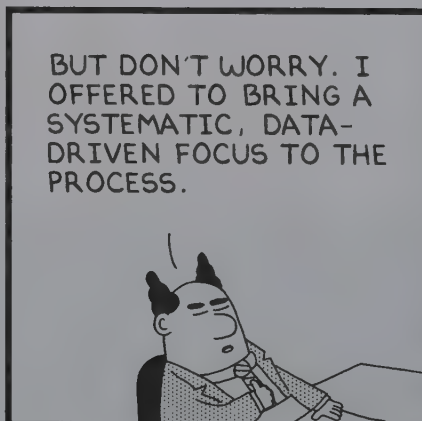
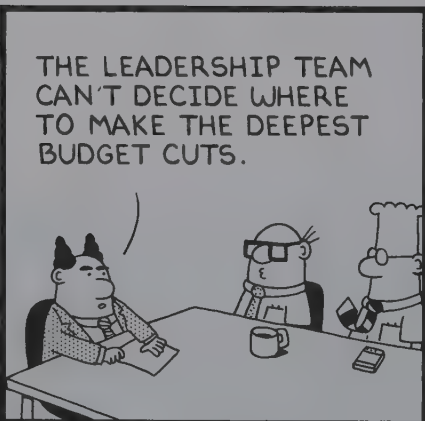
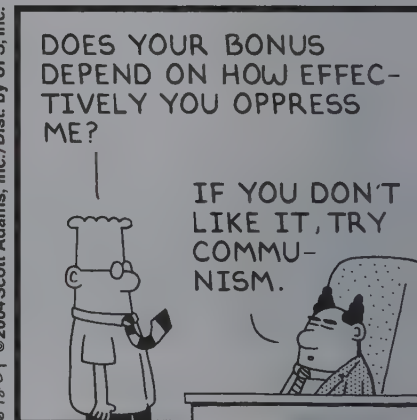
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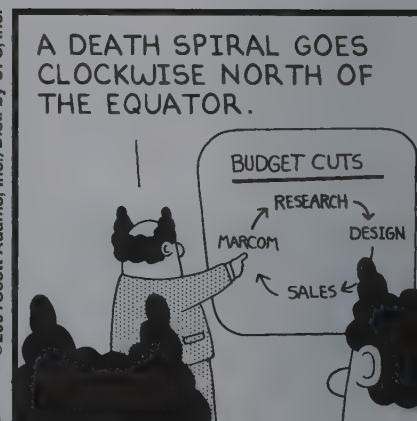
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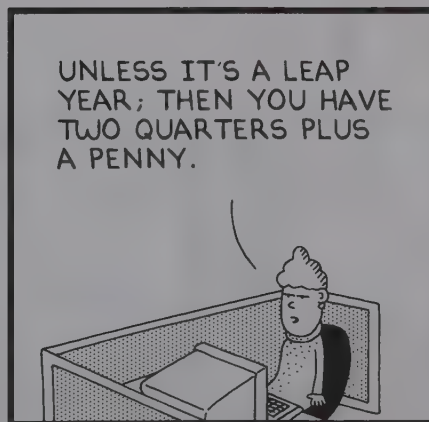
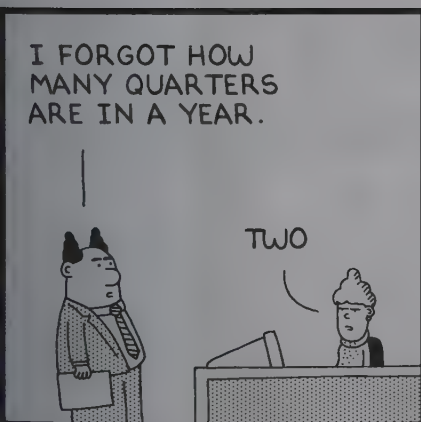
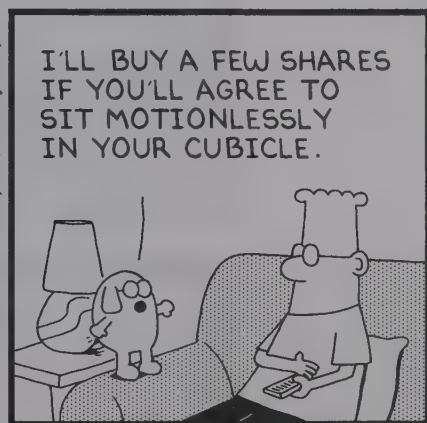
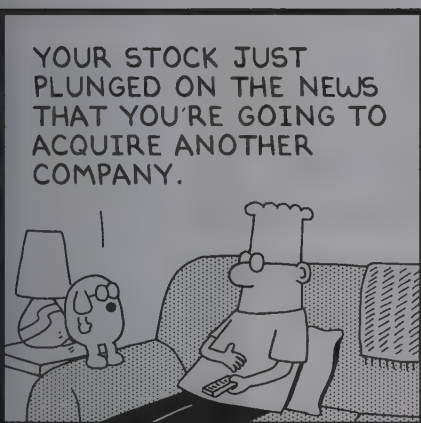
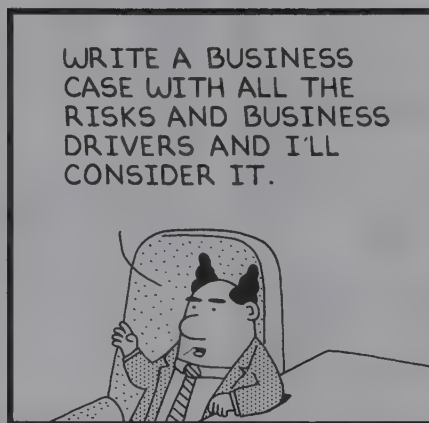
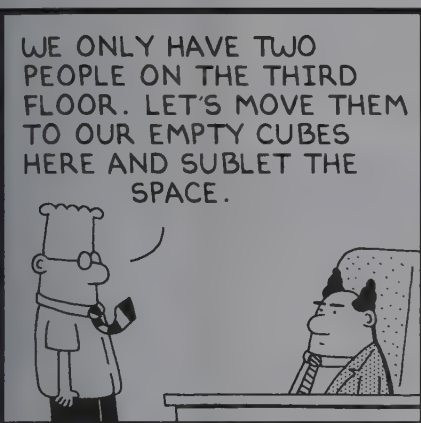


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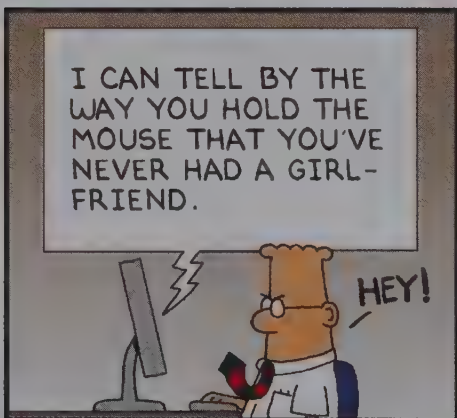
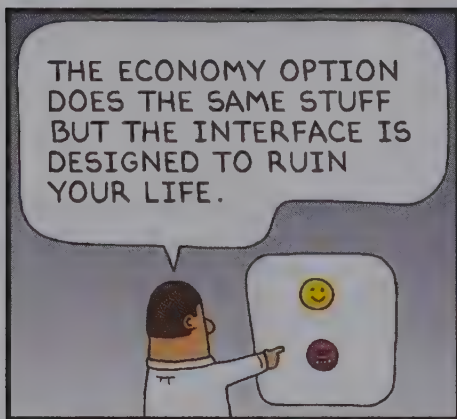
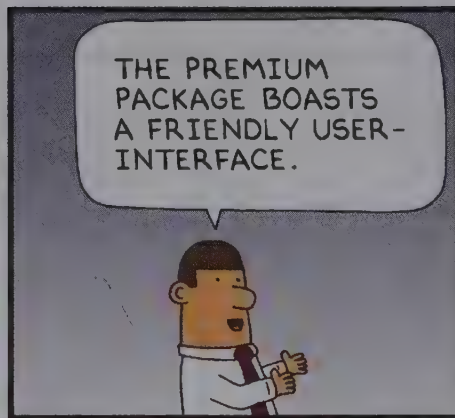




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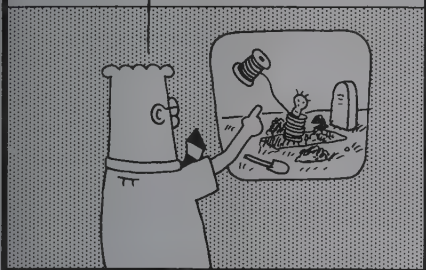
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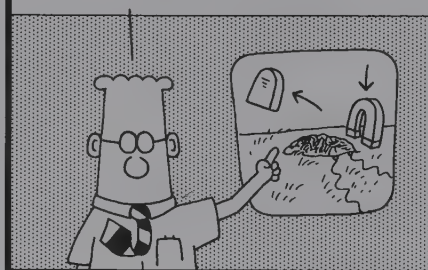
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10-10-04

WE DUG UP THE FOUNDER OF OUR COMPANY AND WRAPPED HIM IN COPPER WIRE.



THEN WE REPLACED HIS TOMBSTONE WITH A HUGE MAGNET.



WITH ANY LUCK, OUR BUSINESS PRACTICES WILL MAKE HIM SPIN IN HIS GRAVE AND GENERATE ELECTRICITY.



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I GOT A HEFTY BONUS FOR BEING WAY UNDER BUDGET.



EFFORT IS NO LONGER REWARDED. IT'S ALL ABOUT RESULTS, WHICH MEANS MOSTLY LUCK.



IT'S KINDA FUNNY; THE ONLY REASON I WAS UNDER BUDGET IS THAT MY PROJECT WAS DELAYED.



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WE'VE HAD A BAD YEAR BUT MANAGEMENT IS COMMITTED TO STAYING THE COURSE.



QUESTION: DID YOU JUST SAY OUR LEADERS ARE RECEIVING HUGE COMPENSATION PACKAGES TO KEEP DOING WHAT DOESN'T WORK?

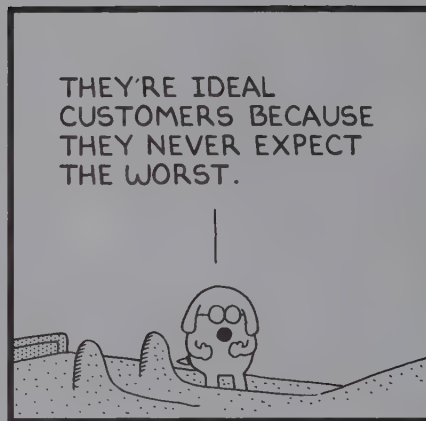


NO. THE WAY I SAID IT, THEY'RE VISIONARIES.

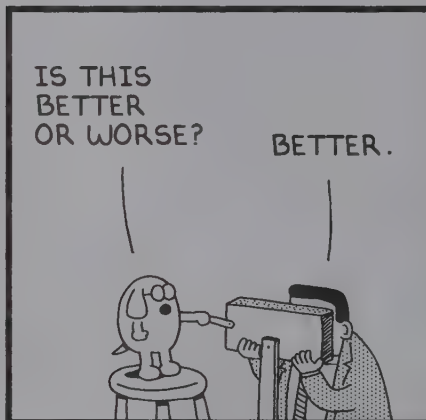
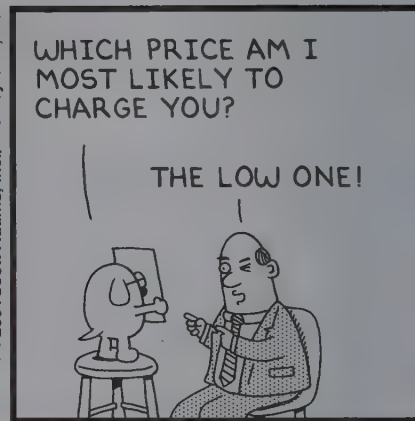
SO...THEY KEEP DOING WHAT DOESN'T WORK...AND THEY SEE VISIONS?



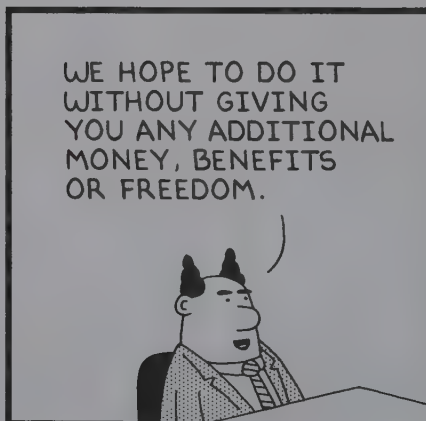
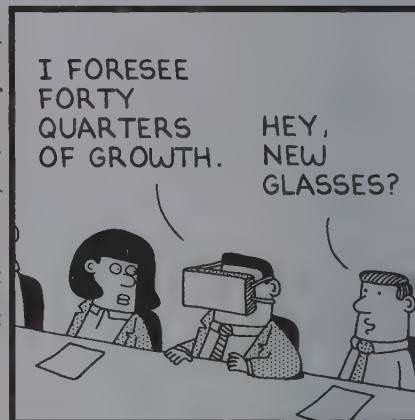
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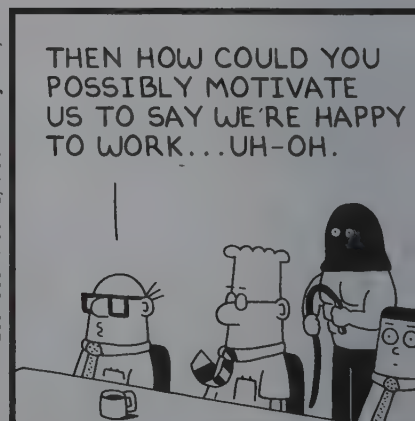
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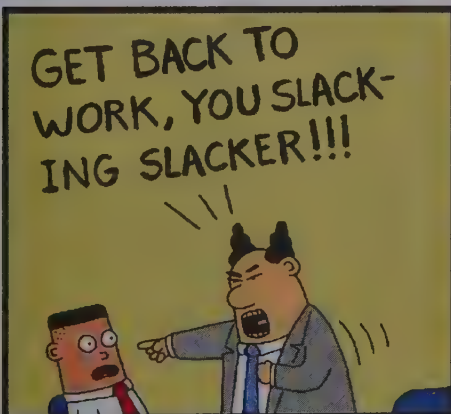


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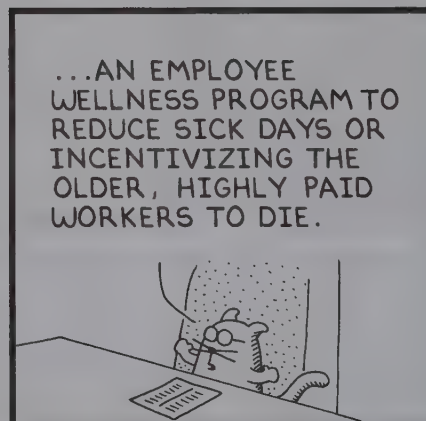
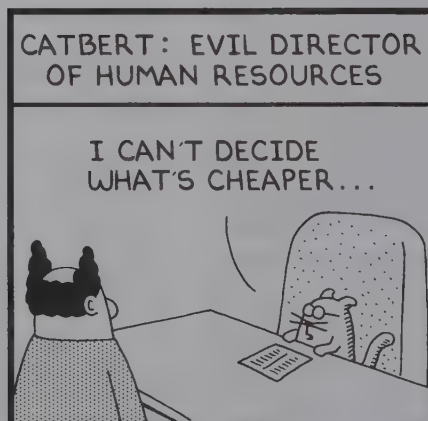
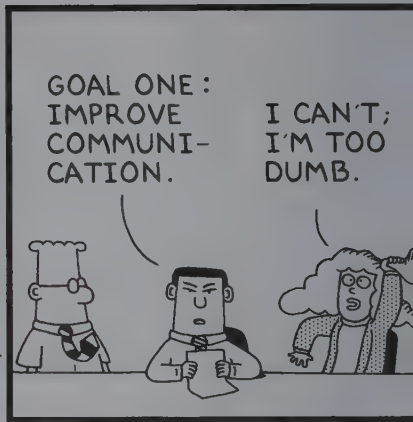


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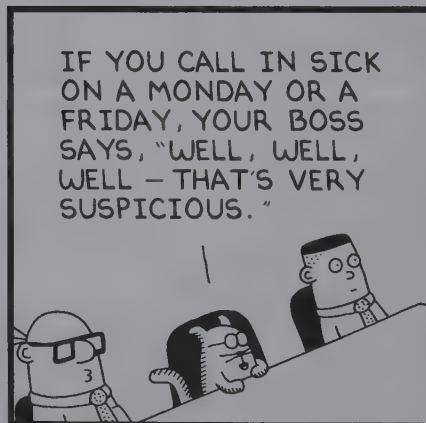
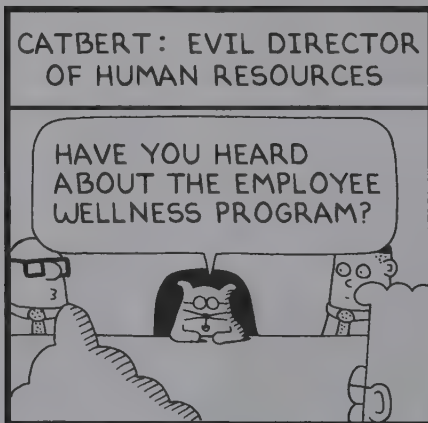
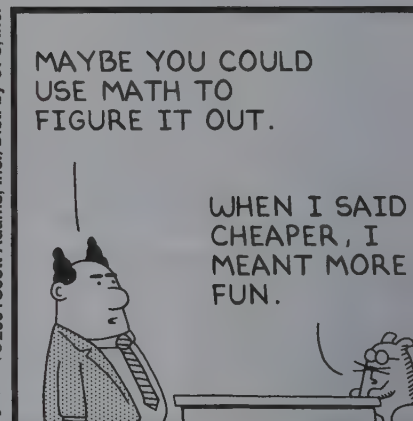
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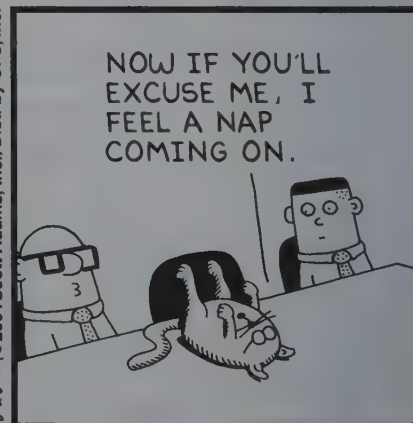
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IF YOU RECOMMEND
MY COMPANY'S PROD-
UCT TO YOUR BOARD,
THERE MIGHT BE A
LITTLE SOMETHING
FOR YOU LATER.



BEFORE YOU DECIDE,
LOOK AT THIS DVD
TITLED, "IS BRIBERY
RIGHT FOR YOU?"



THE NARRATOR
MIGHT REFER TO
YOU BY NAME WHEN
SHE DANCES.



I DECIDED TO BUY
ALL OF OUR SERVER
UPGRADES THROUGH
BRIBERTEK, INC.



QUESTION: ARE WE
BUYING OVERPRICED
HARDWARE BECAUSE
THEY OFFERED YOU
A JOB?



BECAUSE IF WE'RE PAY-
ING EXTRA TO GET RID
OF YOU, IT'S MONEY
WELL SPENT.



OKAY, I CONVINCED
MY COMPANY TO MAKE
YOU OUR SINGLE-
SOURCE VENDOR.



I ASSUME YOU'LL BE
MAKING ME A JOB
OFFER NOW. ANY VP
TITLE WILL BE FINE.



I'LL JUST
TAKE AN
EMPTY
OFFICE.



THERE...
IS...A...
**WAITING
PERIOD!!**

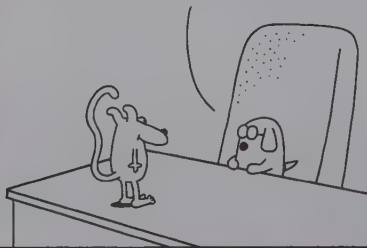
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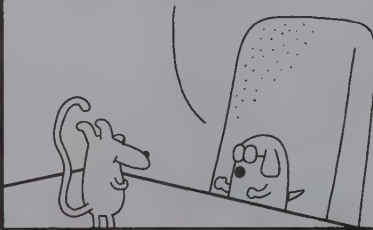
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DOGBERT THE CEO

RATBERT, YOU'RE
MY NEW VP OF SALES.



YOUR JOB IS TO SET
IMPOSSIBLE GOALS FOR
THE SALESPeOPLE AND
PUNISH THEM FOR
FAILING.



YAY!
I ALWAYS
WANTED
TO BE A
SADIST!

DREAMS
DO COME
TRUE.



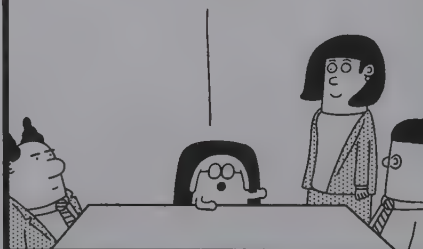
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DOGBERT THE CEO

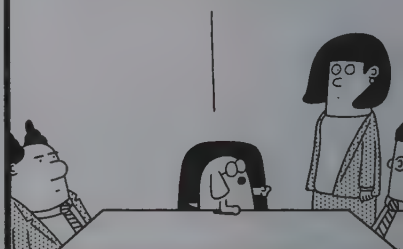
EMPLOYEES ARE SO
IMPORTANT TO ME
THAT OUR HEAD OF
HUMAN RESOURCES
WILL GET A C-LEVEL
TITLE.



EDNA WILL BE
OUR CPO, OR
CHIEF PEOPLE
OFFICER.



TAKE A SEAT OVER
THERE BY THE CHIEF
ARTIFICIAL COFFEE
CREAMER OFFICER.



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SOMETHING'S BEEN BUGGING ME.



I'VE BEEN AN EXECUTIVE ASSISTANT FOR FIVE YEARS. WHEN DO I GET PROMOTED TO EXECUTIVE?



I'VE GOT LEADERSHIP COMING OUT OF MY EARS!

THAT'S WAX.



THE COMPANY WILL BE HOLDING A SERIES OF BROWN BAG SEMINARS ON CORPORATE ETHICS.



IS IT ETHICAL TO STEAL OUR LUNCH HOUR AND PRETEND THAT THE ETHICS PROBLEMS DON'T COME FROM OUR EXECUTIVES?



I WOULDN'T KNOW BECAUSE I HAVEN'T TAKEN THE SEMINAR.



THE COMPANY HAS HIRED AN ETHICS MANAGER.



IF YOU HAVE ANY ETHICS QUESTIONS, CALL THE HOTLINE.



THAT'S FINE, AS LONG AS YOU GET RID OF THE DENTAL EVIDENCE.



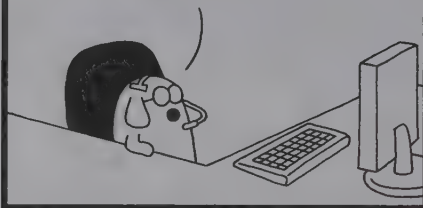
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ETHICS HOTLINE

THIS IS DOGBERT.
PLEASE STATE YOUR
CONUNDRUM.



SOMETIMES I HAVE
NAUGHTY THOUGHTS
DURING WORK HOURS.
SHOULD I REIMBURSE
THE COMPANY FOR
LOST PRODUCTIVITY?



DANG! THIS IS
COSTING ME A
FORTUNE!



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I'M READING THE
LEADERSHIP SECRETS
OF THE FAMOUS ROMAN
GENERAL DOGBERTIOUS.



HERE'S A GOOD ONE :
"PUT YOUR FRIENDS
IN PRIVATE OFFICES
AND YOUR WRETCHED
SLAVES IN CUBICLES."



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HERE'S ANOTHER :
"DON'T READ THIS
BOOK TO YOUR
WRETCHED SLAVES."



TOMORROW I'LL TELL
THE STOCKHOLDERS
THAT WE EARNED
\$100 MILLION!



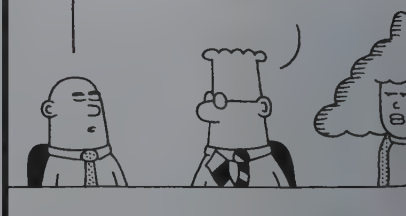
WILL YOU TELL THEM
THAT YOU GAVE ALL OF
THEIR PROFITS TO
SENIOR MANAGEMENT
IN THE FORM OF UN-
EXPENSED STOCK
OPTIONS?

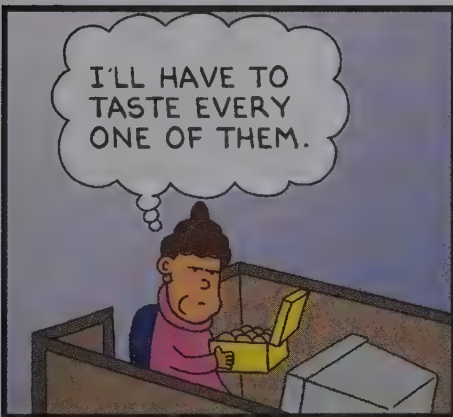
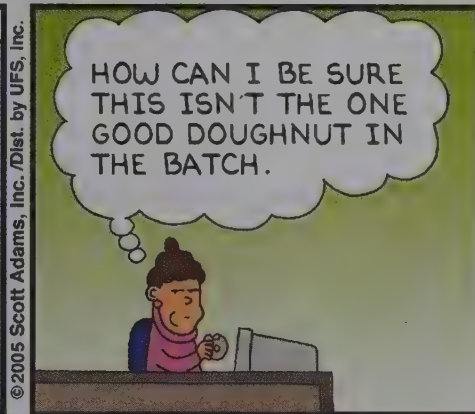
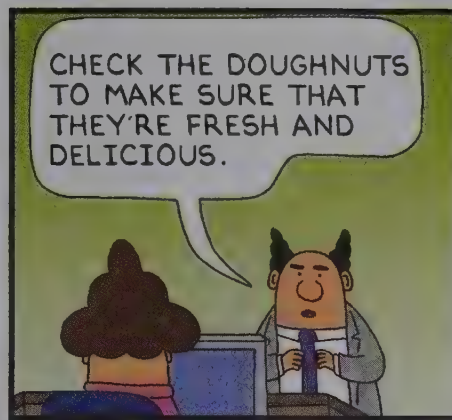


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WE HAD
TO BE
INCEN-
TIVIZED.

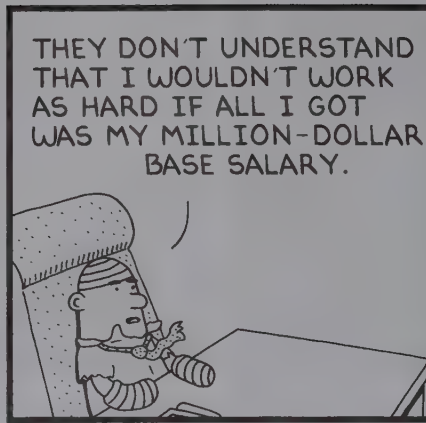
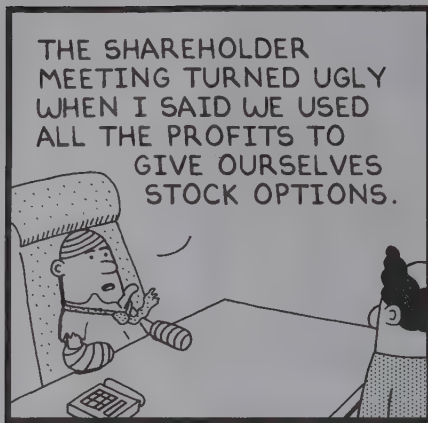
SO YOU
WOULDN'T
TAKE THEIR
FURNITURE,
TOO?



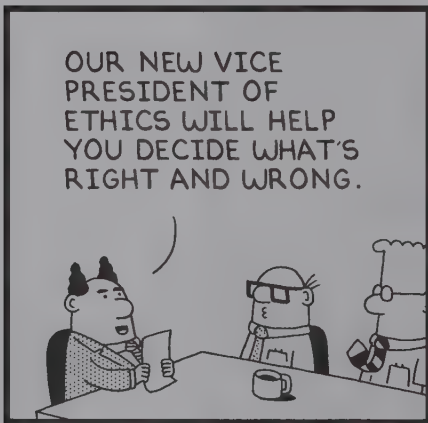


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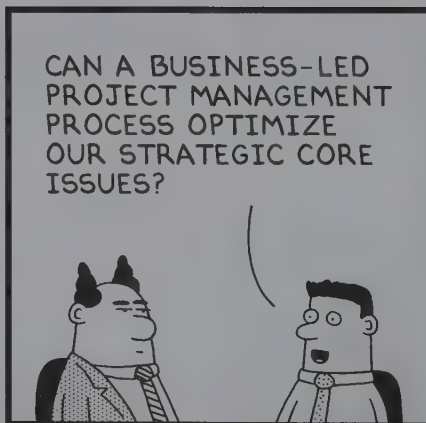
3-6-05



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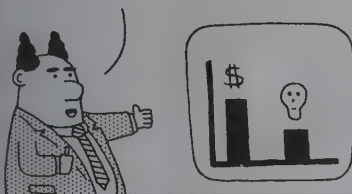
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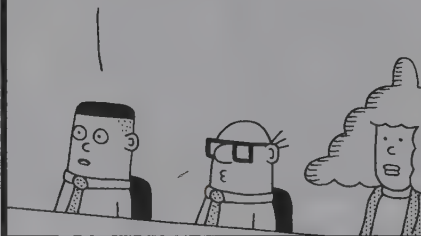
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OUR REVENUE IS NOW
DOUBLE THE NUMBER
OF PEOPLE THAT OUR
PRODUCT HAS KILLED...
RECENTLY.



OUR PRODUCT COSTS
\$80. ARE YOU SAYING
THAT EACH ONE KILLS
40 PEOPLE?



OUR CUSTOMERS KNOW
THE HEALTH RISKS, SO
TECHNICALLY THEY'RE
KILLING THEMSELVES.



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OUR NEW PRODUCT
IS EITHER WILDLY
SUCCESSFUL OR UNDER-
WATER...



DEPENDING ON HOW
YOU WANT TO ALLOCATE
MANAGEMENT OVER-
HEAD EXPENSES.



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APPARENTLY YOU
DON'T WANT TO THINK
ABOUT IT AND GET
BACK TO ME.



OUR NEW VP OF
MARKETING HAS
TWENTY YEARS OF
EXPERIENCE IN AN
UNRELATED INDUSTRY.



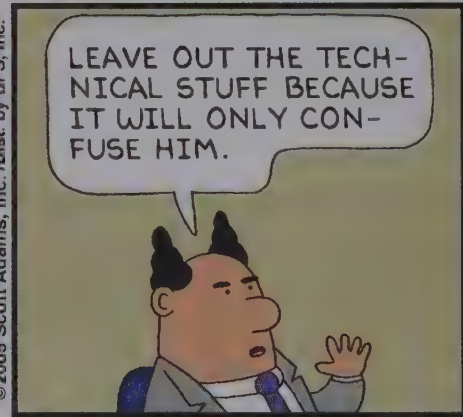
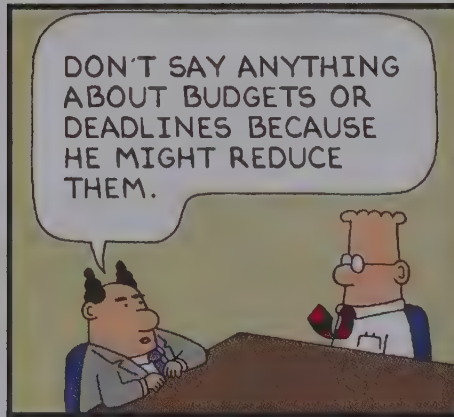
BUT HE ASSURED
ME THAT TECHNOLOGY
IS THE SAME AS
SHAMPOO.



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I PREDICT
SMOOTH
SAILING. TECHNOLOGY? I
THOUGHT
YOU SAID
ASTROLOGY.

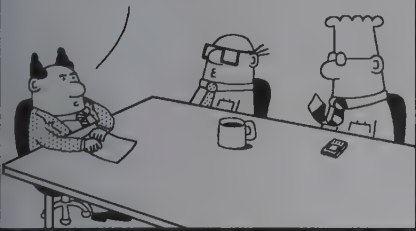




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1-20-05

OUR COMPANY WILL
BE RELOCATING TO
A HIGH-CRIME AREA
FOR TAX REASONS.



OUR CEO SAYS, "DON'T
WORRY ABOUT YOUR
SAFETY BECAUSE YOUR
LIMO CAN PULL RIGHT
INTO THE UNDERGROUND
PARKING GARAGE."



THEN HE ADDED,
"OR CHAIN YOUR
BICYCLE TO A WINO.
WHATEVER."

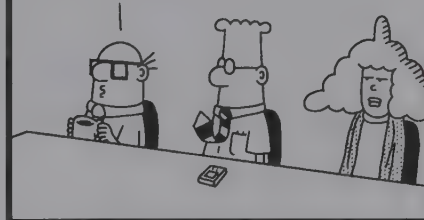


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I COULDN'T BUY
THE SOFTWARE I
NEED TO DO MY JOB
BECAUSE OF YOUR
FREEZE ON EXPENSES.



AND OUR I.S. POLICY
SAYS I CAN'T USE THE
FREWARE VERSION
THAT IS READILY
AVAILABLE.



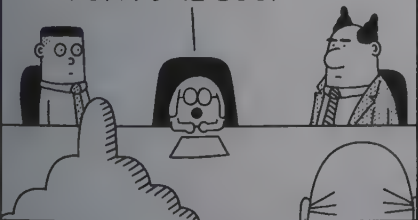
SO I USED THE WEEK
TO DEVELOP SOME
NEW COFFEE-SIPPING
NOISES.



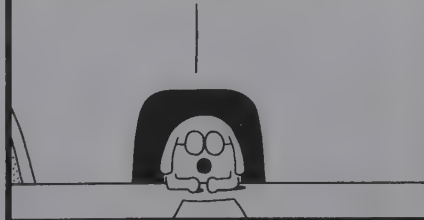
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DOGBERT CONSULTS

YOUR CEO IS THE
WORST PERFORMER
IN THE ENTIRE
FORTUNE 500.



YOUR BEST BET IS
TO CONVINCE HIM TO
BECOME A RECKLESS
ADVENTURER.

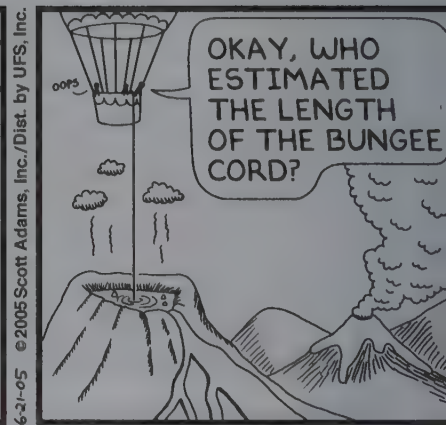
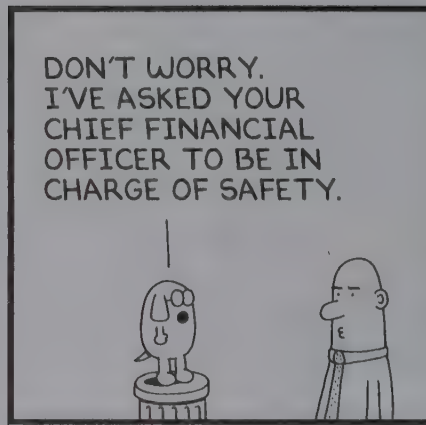


TELL ME AGAIN WHY
I'D WANT TO BUNGEE
JUMP INTO AN ACTIVE
VOLCANO?

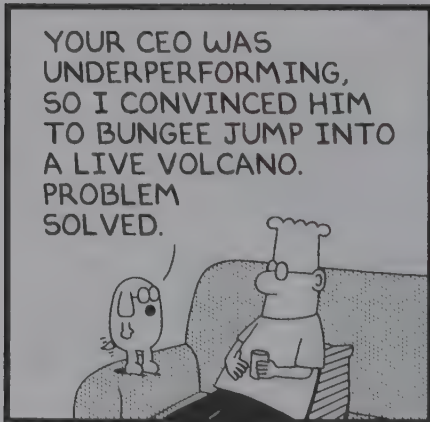
BECAUSE
YOU CAN!



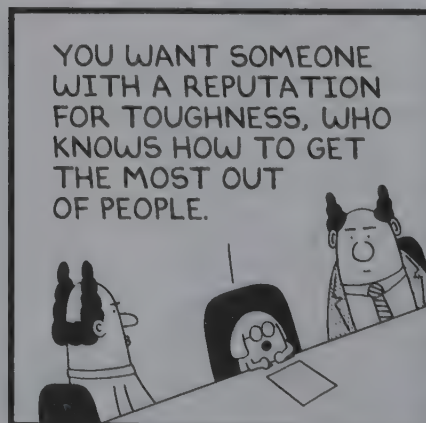
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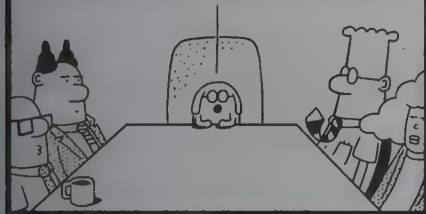
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DOGBERT THE CEO

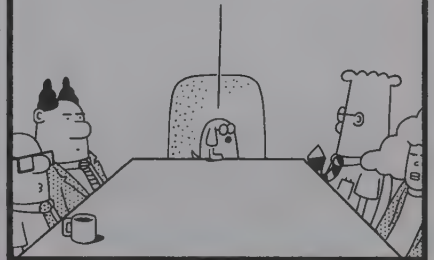
MY BASE PAY WILL
BE ONE DOLLAR PER
YEAR. THE REST WILL
BE STOCK INCENTIVES.



THAT GUARANTEES
YOU WILL REAP OBSCENE
PROFITS WHEN THE
OVERALL STOCK MARKET
IMPROVES, NO MATTER
WHAT YOU DO.



PRETEND YOU
DON'T KNOW
THAT.



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DOGBERT THE CEO

YOU TWO ARE
MY EXECUTIVE
COMPENSATION
COMMITTEE.



I LIVE TO SERVE
YOU, MY LORD
AND MASTER!

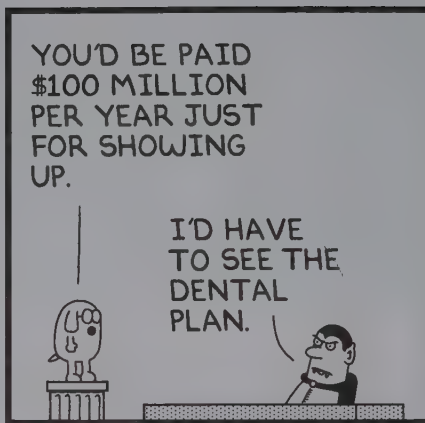


DIAL IT
BACK
JUST A
LITTLE.

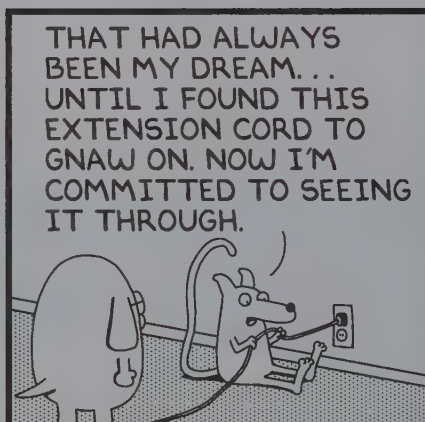
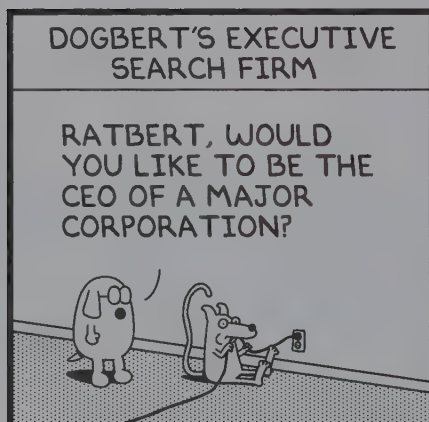
ARE WE
ALLOWED
TO KNEEL?



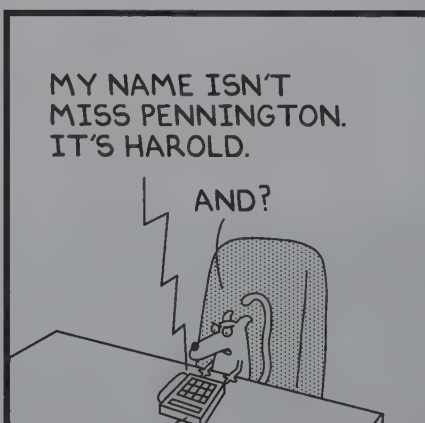
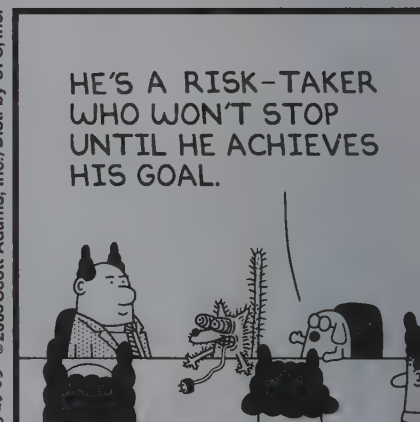
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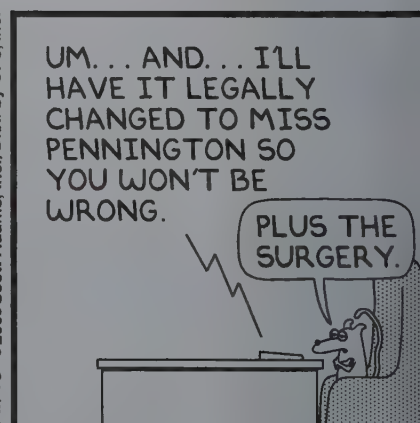
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THE BEST PART
ABOUT BEING CEO
IS THAT IT MADE
ME SMARTER.
WATCH THIS.



THE CAPITAL
OF JAPAN IS
MITSUBISHI.

THAT'S
RIGHT!
YOU'RE A
GENIUS!



YESTERDAY I
WOULD HAVE
SAID NINE.



RATBERT THE CEO

I'VE ONLY BEEN CEO
FOR TWO DAYS AND
ALREADY I'M LOSING
MY EMPATHY.



FOR EXAMPLE, I'M
PRETTY SURE THAT
DECORATING MY
OFFICE IS MORE
IMPORTANT THAN
YOUR HEALTHCARE.



WHICH REMINDS ME:
I PLAN TO HAVE YOU
VARNISHED AND USED
AS MY DESK.



RATBERT THE CEO

THE BOARD HAS LEARNED
THAT YOU'VE BEEN DIP-
PING EMPLOYEES IN
VARNISH AND USING
THEM AS OFFICE
FURNITURE.



WE VOTED TO FIRE
YOU. YOUR SEVERANCE
PACKAGE INCLUDES
\$100 MILLION, THE
CORPORATE JET,
PERPETUAL BENEFITS
AND A SALARY OF
\$1 MILLION PER YEAR.



HE'S
TAKING
IT WELL.

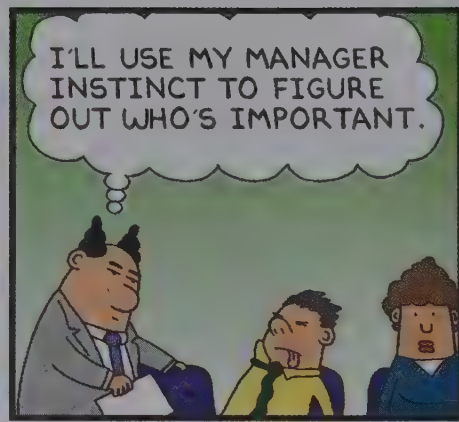
BU-YA!



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HA HA! THAT WILL HAPPEN WHEN MON-KEYS FLY OUT OF MY NOSE.

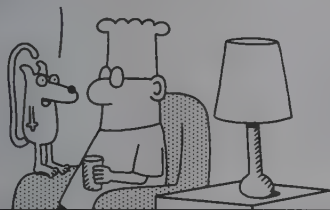


AT LEAST HE WON'T ASK FOR MUCH.

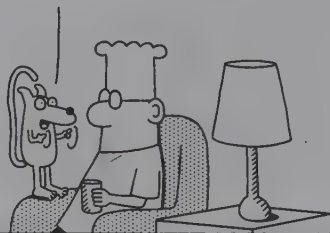
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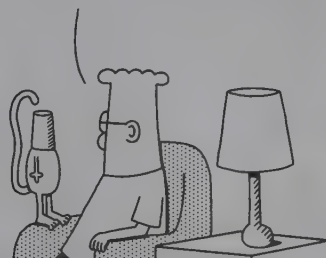
YOU'RE A SUCCESSFUL
ENGINEER AND I'M A
FAILED CEO. IT'S KIND
OF FUNNY THAT I'M
WORTH \$100 MILLION
AND YOU'RE NOT.



IT'S FUNNY BECAUSE
IT'S ALL REVERSE OF
HOW IT SHOULD BE.



IT'S FUNNY BECAUSE
YOUR HEAD WOULDN'T
NORMALLY FIT INSIDE
A GLASS.



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I MADE A FORTUNE BY
BEING AN INCOMPETENT
CEO. EVERYONE CALLED ME
CRAZY WHEN I PUT MY
ENTIRE PERSONAL WEALTH
INTO PIGS AND GARBAGE
DUMPS.



YOU INVESTED ALL
OF YOUR MONEY IN
PIGS AND DUMPS?



INVESTED?
NOW THAT
WOULD HAVE
BEEN A GOOD
IDEA TOO.



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I HEARD THAT
PORPOISES ARE
SMART, SO I
HIRED ONE.



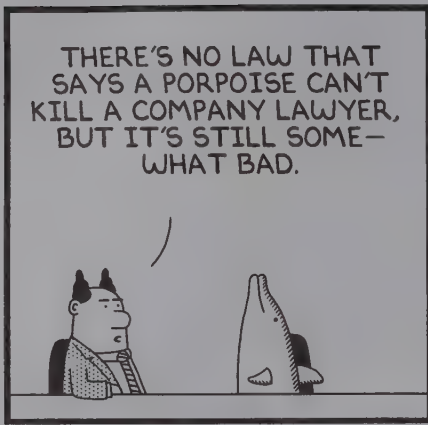
PORPOISES HAVE BEEN
KNOWN TO SAVE HUMANS
BY ATTACKING SHARKS
WITH THEIR SNOUTS.



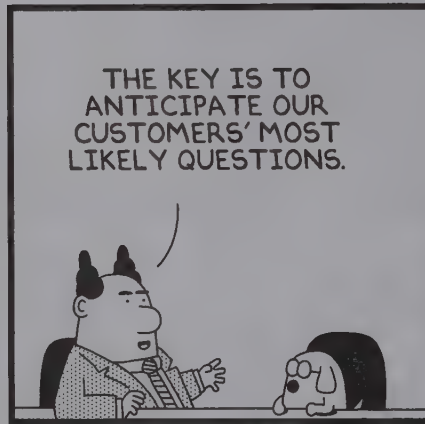
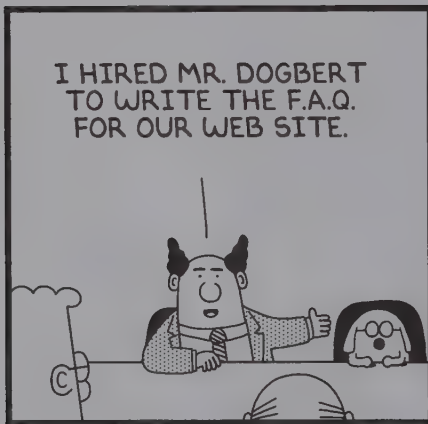
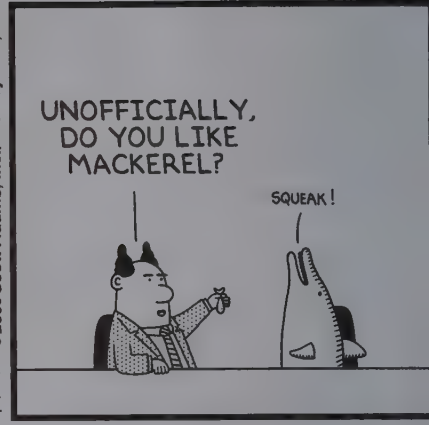
HEY, IT'S OUR
COMPANY
LAWYER AND...
OOH, THAT'S ONE
UGLY SNOUT
WOUND.



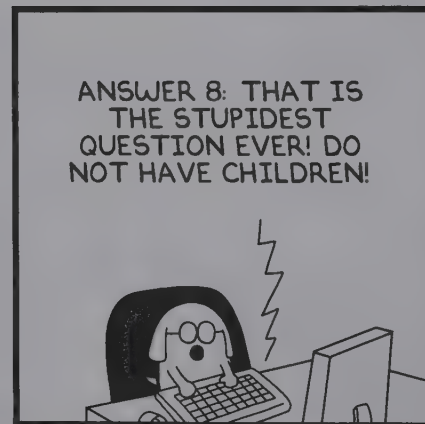
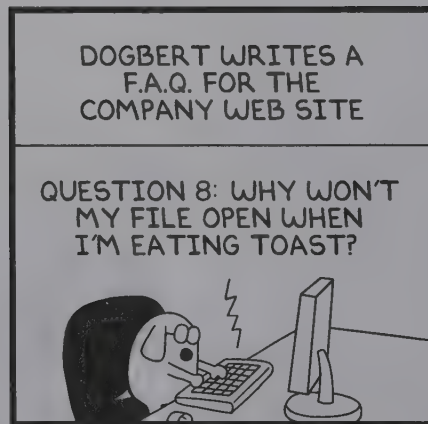
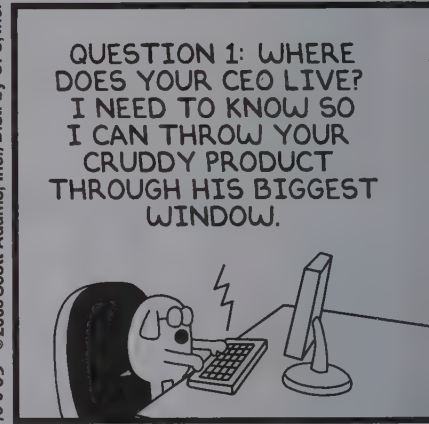
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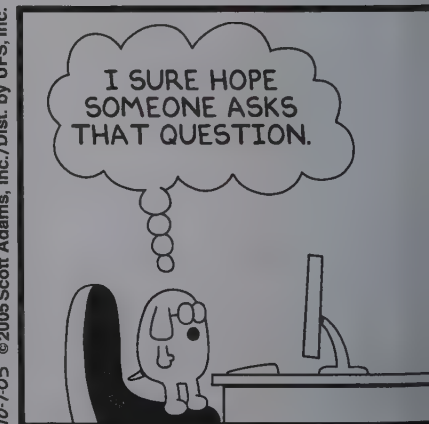
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CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I HAVE NEW GUIDE-
LINES ON WHO CAN
FLY ON THE SAME
PLANE.

WE CAN'T RISK
LOSING TOO MANY
KEY EMPLOYEES.

THE CEO AND THE
PRESIDENT ARE NOT
ALLOWED TO BE ON
THE SAME FLIGHT.

NO MORE THAN THREE
VICE PRESIDENTS MAY
BE ON THE SAME
FLIGHT.

WHAT ARE THE
GUIDELINES FOR
INTERNS?

INFINITE INTERNS ARE
ALLOWED ON THE SAME
FLIGHT. YOU ARE ALSO
ALLOWED TO RUN WITH
SCISSORS AND PUT
PLASTIC BAGS OVER
YOUR HEADS.

HOW MANY INTERNS
ARE ALLOWED PER
PLASTIC BAG?

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10-23-05

AFTER THE MERGER,
WE'LL HAVE TWO CEOS
SHARING THE TOP JOB.



A SPOKESPERSON
EXPLAINED "IF OUR
STOCKHOLDERS DON'T
MIND PAYING ONE CEO
450 TIMES THE
AVERAGE EMPLOYEE'S
SALARY. . .



... THEY SHOULDN'T
MIND DOING IT
TWICE."



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AFTER THE MERGER,
WE'LL BE SHARING THE
JOB OF CEO.

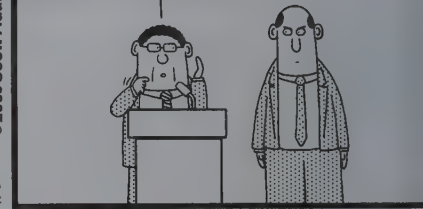


WE GET ALONG GREAT,
JUST LIKE AN OLD
MARRIED COUPLE. HA
HA HA!

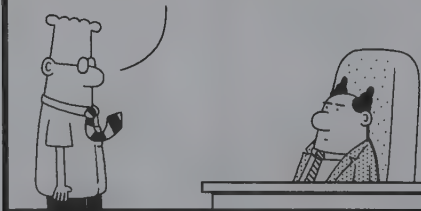


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HE'S THE
WIFE.



WE SHOULD JOIN
THE INDUSTRY
CONSORTIUM THAT'S
PROMOTING WEB
SERVICES STANDARDS.



RUN THAT PAST
THE CONSORTIUM
APPROVAL REVIEW
BOARD AND GET A
SIGN-OFF FROM THE
EXECUTIVE BOARD
OF REVIEW BOARD
REVIEWERS.



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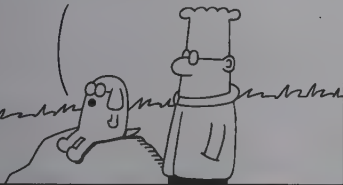
DO
THOSE
EXIST?

IN A
PERFECT
WORLD,
YES.

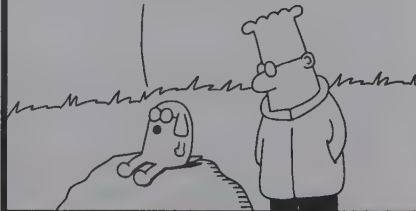


DOGBERT THE CEO

I'M THINKING
OF BECOMING
A SOMALIAN
PIRATE.



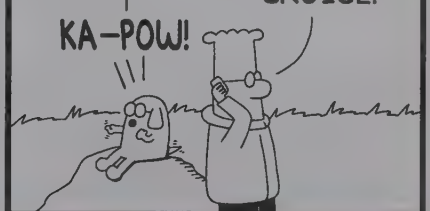
I'D STILL GET TO
STEAL FROM STOCK-
HOLDERS, BUT MY
BOOTY WOULDN'T
BE TAXED.



AND WHO
DOESN'T
LIKE
GRENADE
LAUNCHERS?

MOM?
CANCEL
YOUR
CRUISE.

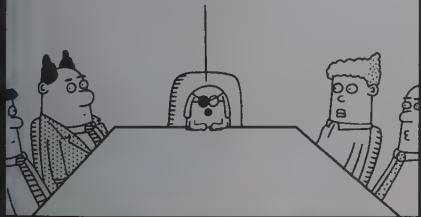
KA-POW!



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DOGBERT THE CEO

I'M TAKING A
SIDE JOB AS A
PIRATE.

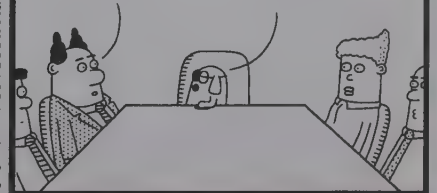


I'LL KIDNAP EMPLOYEES
AND AUTHORIZE HUGE
RANSOM PAYMENTS TO
MYSELF FOR THEIR
RETURN.



THEN
YOU'LL
RETURN
THEM
SAFELY?

THAT'S A
DIFFERENT
BUSINESS
MODEL.



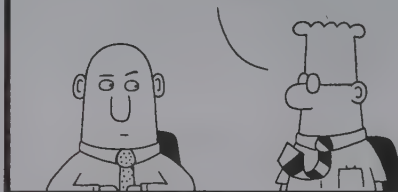
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CEO VISITS

WE BOUGHT OUR COMPETITOR AND WE PLAN TO INTEGRATE THEIR PRODUCT LINE INTO OURS.



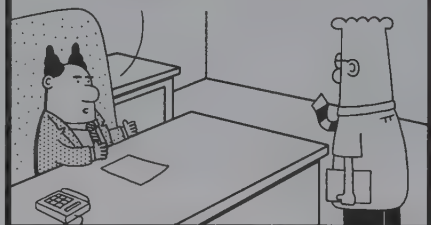
DID ANYONE TELL YOU THAT THEIR PRODUCTS ARE WORTHLESS PIECES OF GARBAGE? MAYBE THAT'S WHY THEY SOLD THE COMPANY.



I MEAN CONGRATULATIONS.



DILBERT, COME UP WITH A PLAN TO INTEGRATE OUR PRODUCT WITH THE ONE WE ACQUIRED THROUGH THE MERGER.



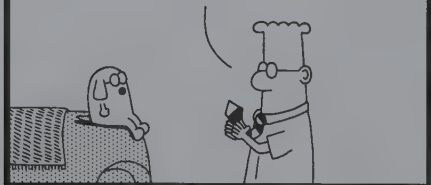
OKAY. MY PLAN IS TO THROW AWAY THE COMPETITOR'S PRODUCT BECAUSE IT'S JUST A CHEAP KNOCK-OFF OF OUR PRODUCT.



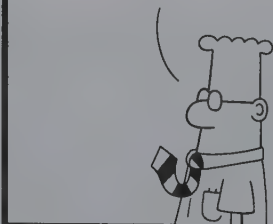
HOW ABOUT A PLAN THAT DOESN'T MAKE OUR CEO LOOK LIKE A MORON? HE COULD STOP WEARING SLEEVELESS SWEATERS.



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?



SURE. YOU CAN EVEN HIT HIM WITH A ROCK TO SPEED UP THE FORGETTING. MAYBE I'M ASKING THE WRONG ETHICIST.



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I'M TOO BUSY
TO LEARN ANYTHING
ABOUT THE PROJECTS
I'M MANAGING.



I BARELY HAVE
ENOUGH TIME TO
MAKE CRITICAL
DECISIONS ABOUT
THEM.



MAYBE
YOU'RE
LAZY
AND
STUPID.



LET'S GO
DOWN TO
THE POND
AND THROW
ROCKS AT
THE DUCKS.



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I'D BETTER PUT
SOME LIPSTICK
ON THIS PIG.



BEHOLD THE MOST
EXCITING TECHNICAL
CHALLENGE SINCE
THE DAWN OF THE
MICROPROCESSOR!



I MUST RUB
IT ON MY
BODY BEFORE
I ASSIGN IT
TO YOU...
OOOH OOOH!



I'LL
NEED
TONGS.



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I CAN DO THIS
FEASIBILITY
ANALYSIS IN
TWO MINUTES.



IT'S THE WORST
IDEA IN THE WORLD.
NUMBERS DON'T LIE.



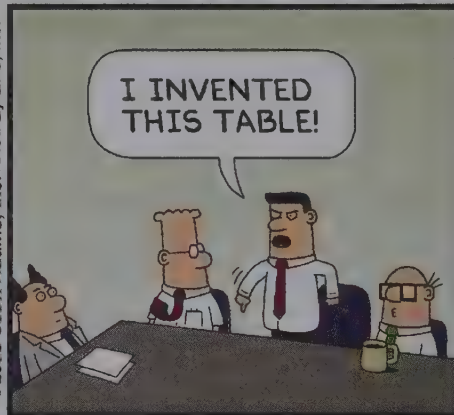
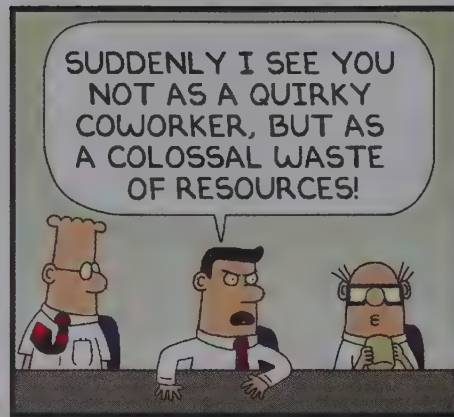
OUR
CEO
LOVES
THE
IDEA.



LUCKILY
ASSUMP-
TIONS DO
LIE.



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11-6-05

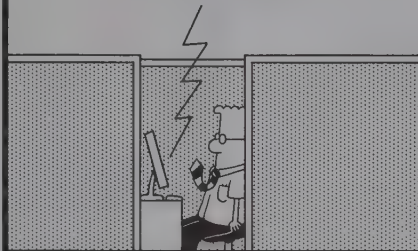
BOB WILL BE LEAVING US AFTER 17 YEARS AS VICE PRESIDENT OF MARKETING.



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



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



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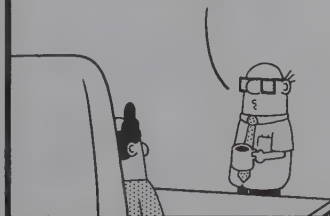
OUR CEO GOT A \$400,000,000 BONUS THIS YEAR. CAN I GET THAT TOO?



WALLY, HE GOT THAT MUCH BECAUSE HE'S A MILLION TIMES MORE IMPORTANT THAN YOU.



FAIR ENOUGH. CAN I HAVE THE \$400 THAT YOU SAY I'M WORTH?



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OUR CEO ONLY HAS FIVE MINUTES. IS THAT ENOUGH TIME FOR YOUR POWERPOINT PRESENTATION?



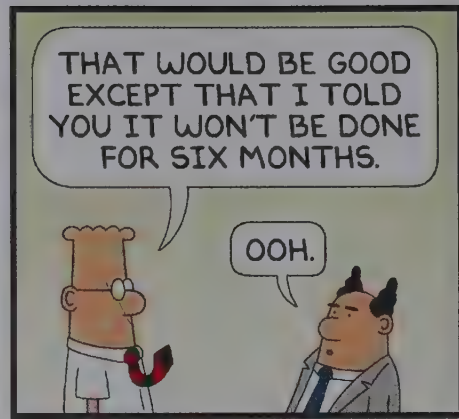
NO. AN INCOMPLETE EXPLANATION OF THE SITUATION WILL CAUSE MASSIVELY HARMFUL STRATEGIC CHOICES.



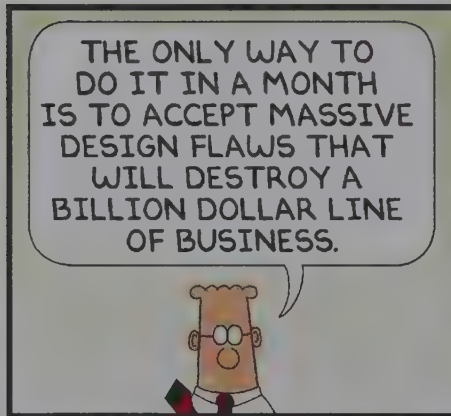
WHAT CAN WE GET FOR FOUR-AND-A-HALF MINUTES?



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12-11-05



EXECUTIVE COMPENSATION
REVIEW BOARD

HOW MUCH SHOULD
WE PAY OUR CEO IF
HE JUST SHOWS UP
FOR WORK?



FIFTY
MILLION
DOLLARS!!!



THE CLOWN
MAKES A GOOD
ARGUMENT.



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I WANT
EMPLOYEES
WHO ARE
PASSIONATE!



GIVE ME THIS
JOB OR SO HELP
ME GOD, I WILL
CUT OFF MY EAR!



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AND I'M
A PEOPLE
PERSON.



MY NEW STRATEGY IS
TO HIRE PASSIONATE
PEOPLE INSTEAD OF
SMART ONES.



I CURSE THE
AIR CONDITIONING
SYSTEM THAT BLOWS
SUCH A COLD WIND!



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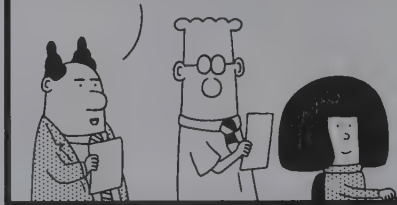
I CAN ALREADY
FEEL OUR STOCK
PRICE GOING UP.



TINA, YOU WERE ONLY SUPPOSED TO DOCUMENT OUR PROJECT STATUS, NOT REWRITE THE ENTIRE SCOPE.



OUR CEO LOVES THE NEW PROJECT SCOPE. WE'LL EXPECT YOU TO DO THAT WITHOUT EXTRA RESOURCES.



IS THIS A "NEENER-NEENER" SITUATION OR MORE OF A "WHO'S YOUR DADDY?"?



OUR CEO IS HERE TO ANSWER ANY OF YOUR QUESTIONS ABOUT OUR RESTATEMENT OF EARNINGS.



WILL YOU RETURN YOUR \$25,000,000 BONUS FROM LAST YEAR, NOW THAT YOU ACKNOWLEDGE IT WAS UNEARNED?



AND WHAT'S YOUR NAME?

DILBERT



I FOUND A WAY TO SAVE A MILLION DOLLARS BY SPENDING ONLY \$10,000.



THE \$10,000 WOULD COME OUT OF MY BUDGET BUT THE SAVINGS WOULD GO INTO SOMEONE ELSE'S BUDGET. IT'S NOT FEASIBLE.



OUR STOCK-HOLDERS MIGHT DISAGREE.

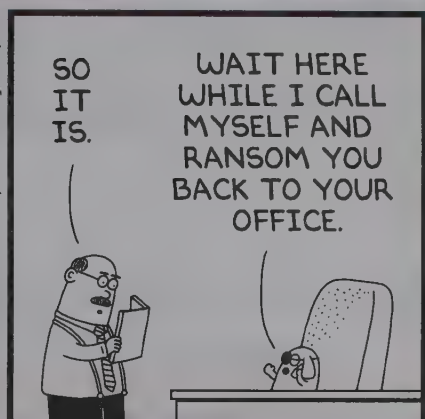
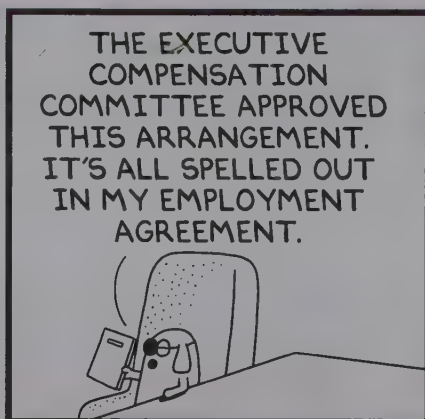
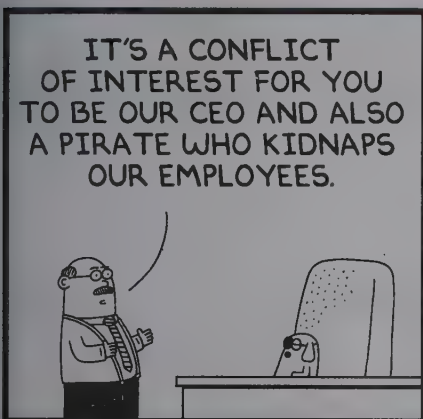
THAT'S WHY THEY AREN'T INVITED TO MEETINGS.



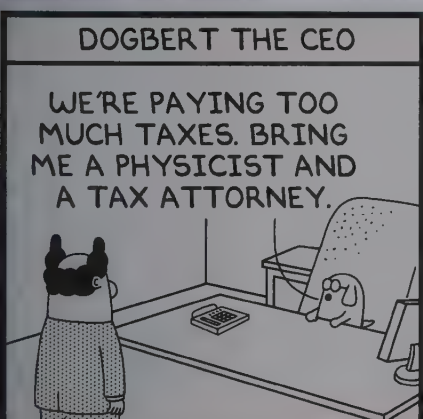
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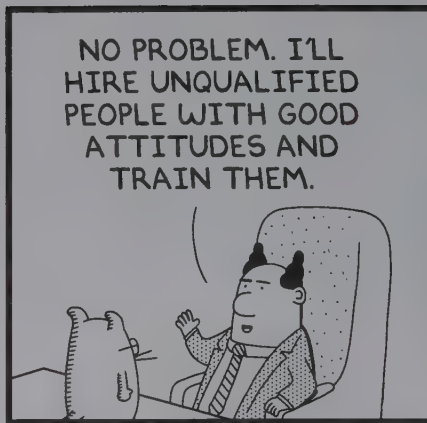
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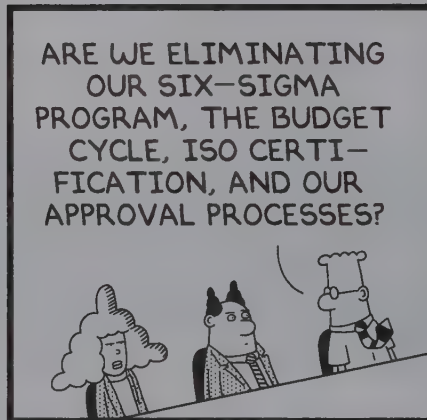
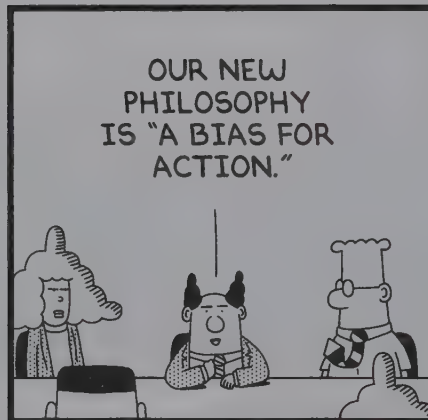
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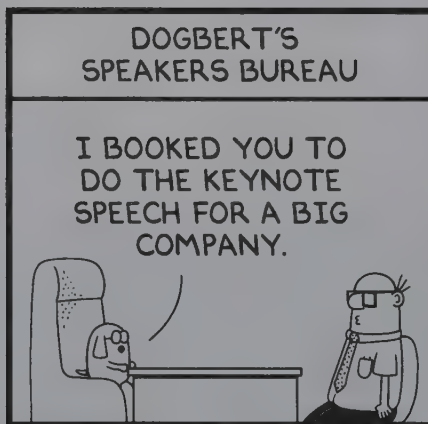
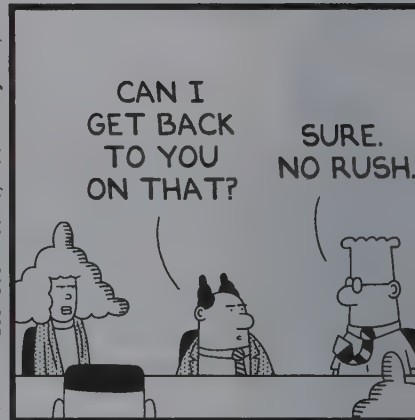
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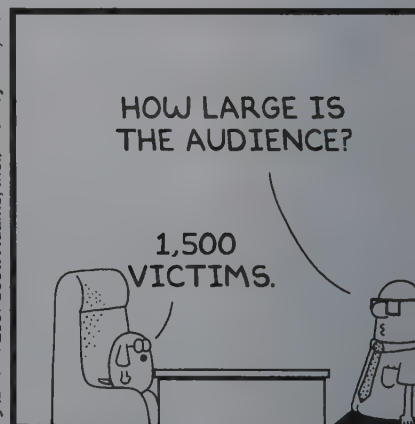
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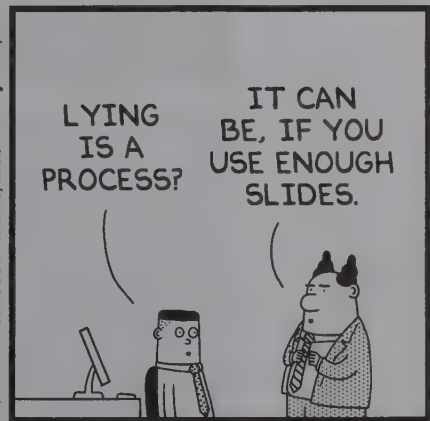
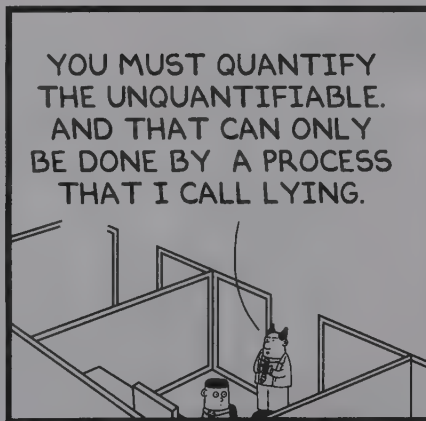
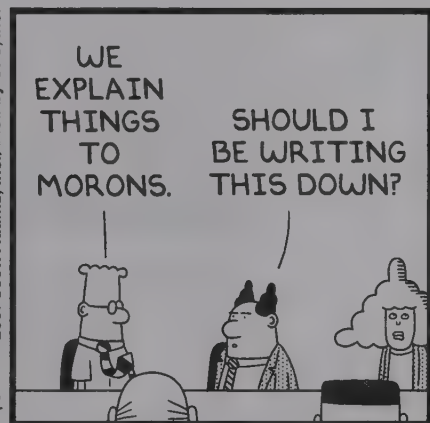
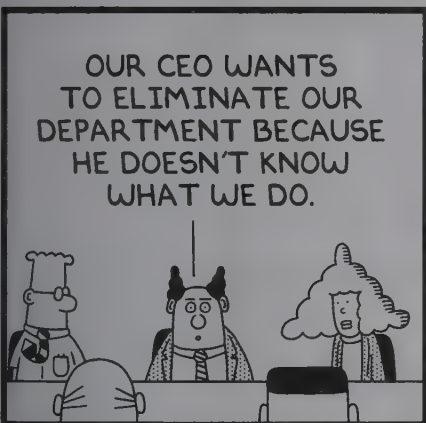
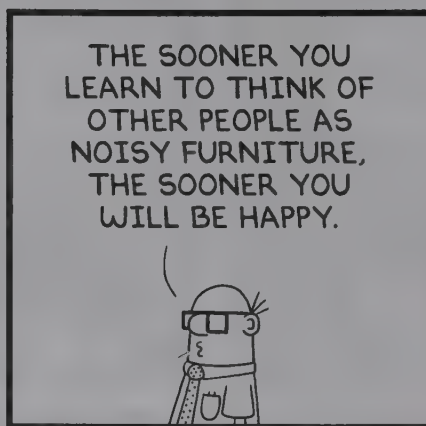
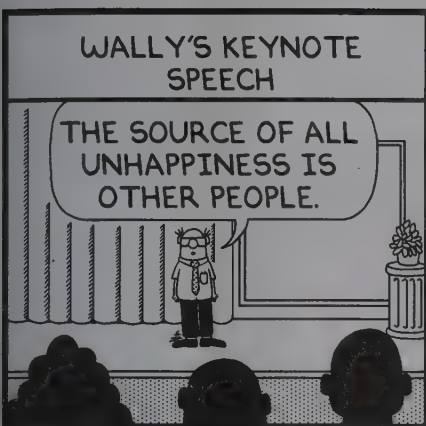


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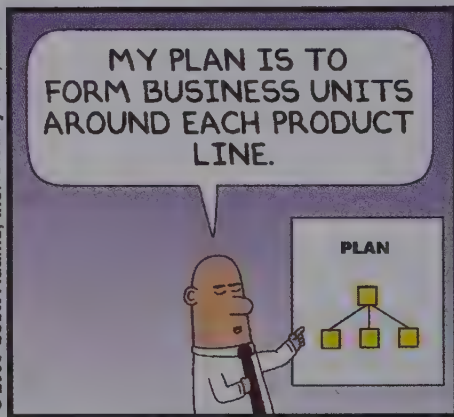




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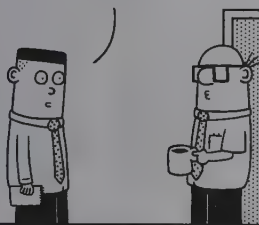
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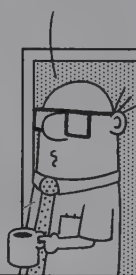
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2-12-06

I NEED TO QUANTIFY
THE BENEFITS OF
OUR DEPARTMENT.
ANY IDEAS?



I RECOMMEND
DISHONESTY.



WOULD
THAT
WORK?



IT MADE
ME THE
MAN I AM
TODAY.

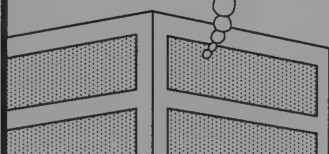


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I CAN MONITOR
THE COMPANY'S
KEY METRICS FROM
MY EXECUTIVE
DASHBOARD.



UH-OH. I NEED TO
DO A BETTER JOB OF
FALSIFYING MY DATA.



ALLOW ME TO SET THE
STAGE FOR YOUR NEXT
ASSIGNMENT BY
REMINDING YOU THAT
STOCKHOLDERS HAVE
NEVER DONE ANYTHING
FOR YOU.

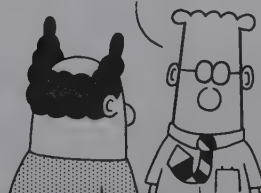


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DID YOU GET ALL OF
THE DEPARTMENT HEADS
TO SIGN OFF ON OUR
BUSINESS PLAN?



NO, THEY PREFER TO
SEE US FAIL SO THEY
LOOK GOOD IN COM-
PARISON AND THERE'S
MORE MONEY IN THE
BUDGET FOR THEM.



HOW CAN
WE SPEED
UP THIS
PROCESS?



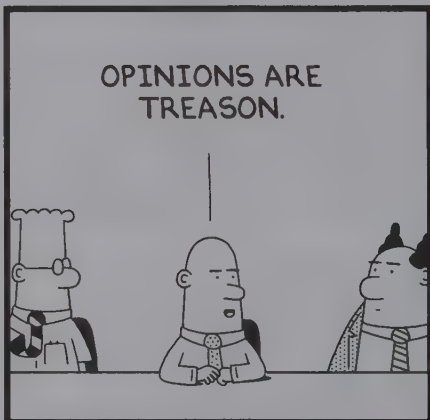
I'M
FAILING
AS FAST
AS I CAN.



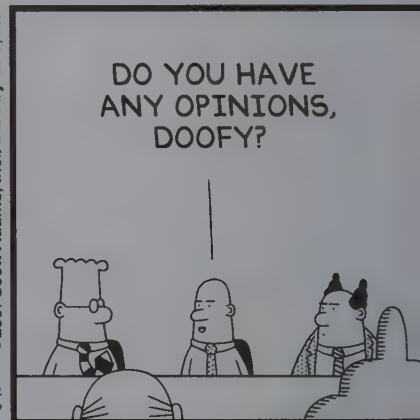
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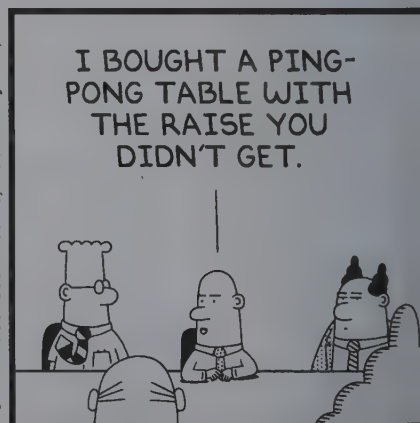
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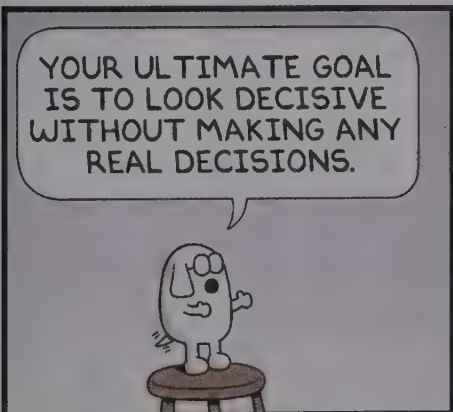
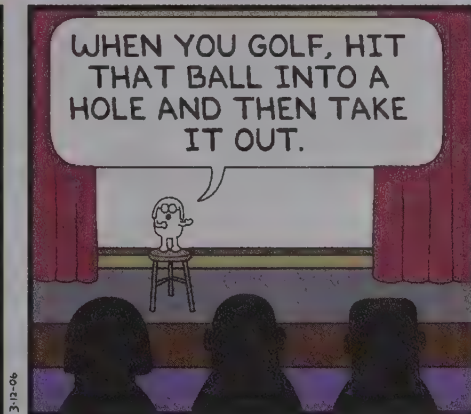
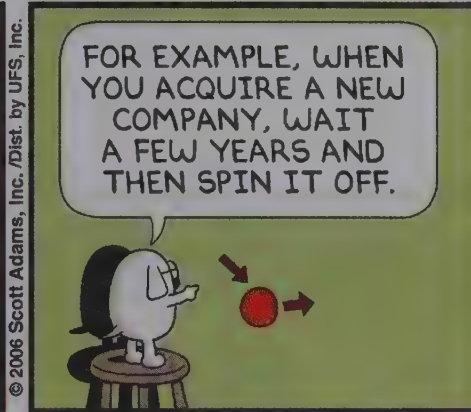
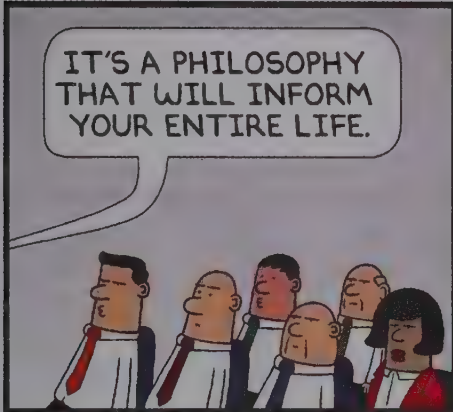


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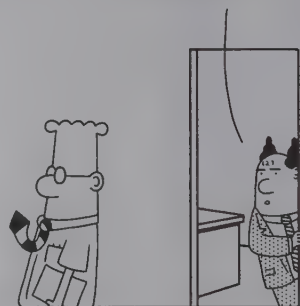
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3-12-06

WHAT DOES MY
FOREHEAD SAY?



I KEEP FORGETTING
MY PASSWORD, SO
I WROTE IT ON MY
HEAD.



IS
YOUR
PASS-
WORD
123?

I JUST
SAID I
DON'T
KNOW.

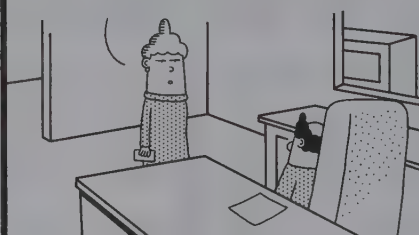


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I FINISHED PLANNING
THE ANNUAL EXECUTIVE
GOLF TOURNAMENT.



I PUT ALL OF THE
CIGAR SMOKERS IN
YOUR FOURSOME
IN CASE YOUR GOLF
CART HAS A GAS LEAK.



LUNCH IS BAKED
BEANS AND SAUERKRAUT.
AND I BOUGHT YOU
SOME GOLF BALLS
MADE OF FLINT.



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I'M OFF TO THE
EXECUTIVE GOLF
TOURNAMENT.



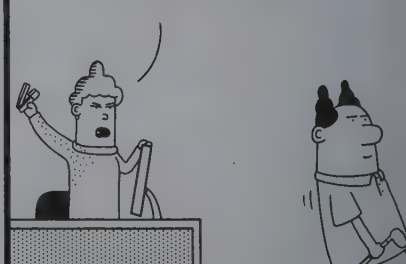
IT JUST STRUCK ME
HOW MUCH CONTRAST
THERE IS BETWEEN
YOUR JOB AND MINE.

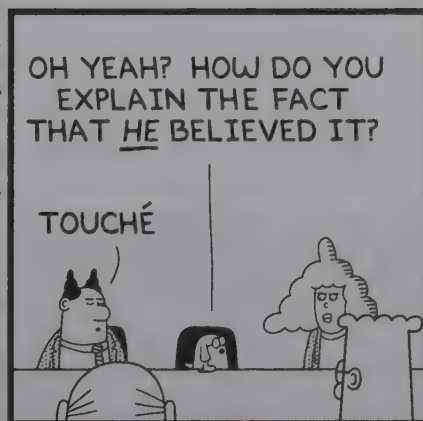
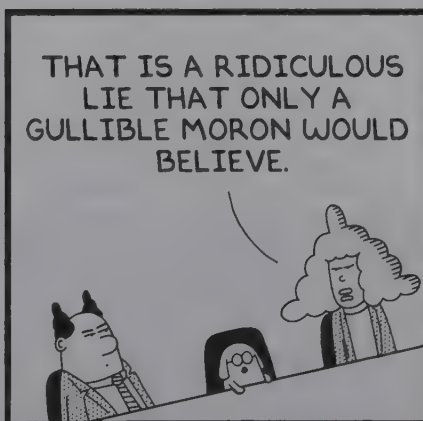
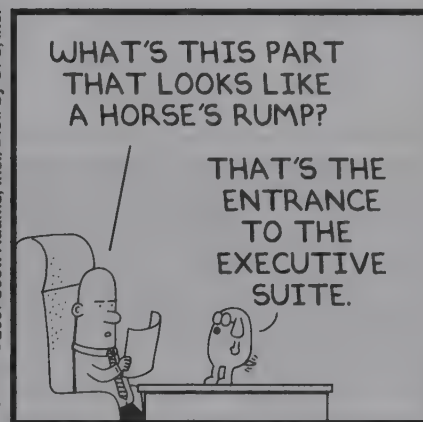
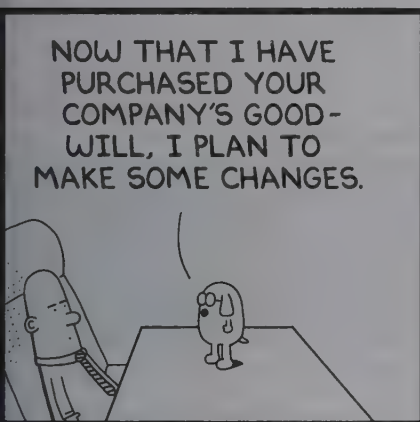
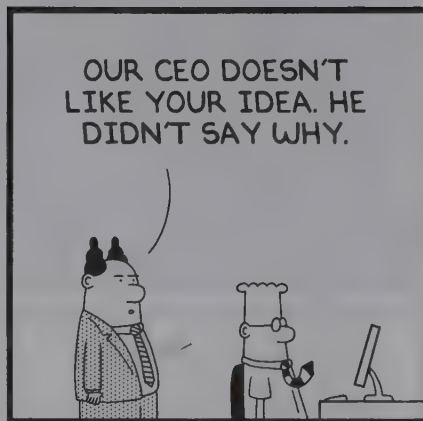
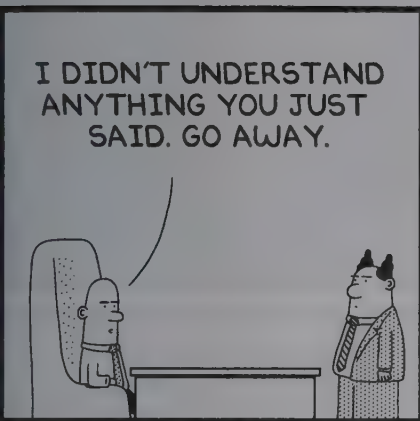
GOTTA
GO.



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LET ME KNOW IF
ANYTHING ELSE
STRIKES YOU.





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DOGBERT THE CEO

I'M HERE TO DO
A TAX AUDIT OF
YOUR COMPANY.



HOW'S
THAT
WORK?

I LOOK FOR REASONS
TO TRANSFER MONEY
FROM SMALL, DISREPU-
TABLE ENTITIES TO A
LARGER ONE.



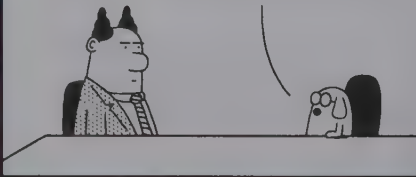
I CALL MY SALARY
VIGORISH, BUT IT'S
NOT AS IRONIC AS
IT ONCE WAS.



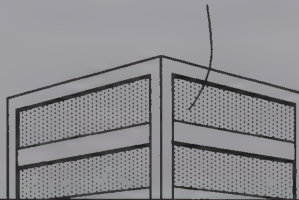
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DOGBERT THE CEO

WE'LL BUILD A
FACTORY IN
EVERY STATE.



POLITICIANS WILL
VOTE TO THROW
HUGE PORK PROJECTS
OUR WAY TO BENEFIT
THEIR HOME STATES.



YOU'RE TURNING
CAPITALISM AGAINST
DEMOCRACY.



YOU SAY
WEINER,
I SAY
WINNER.

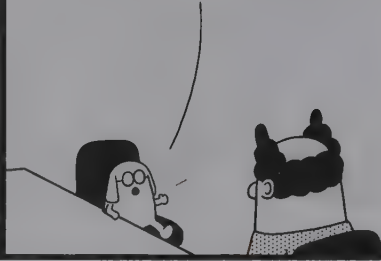
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DOGBERT, THE VP OF
MARKETING

IT'S MY JOB
TO SPRAYPAINT
THE ROADKILL.



I'LL USE A PROCESS
THE EXPERTS CALL
"DISHONESTY."



MY MOTTO IS "IF
IT ISN'T IMMORAL,
IT PROBABLY WON'T
WORK."



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DOGBERT, THE VP OF
MARKETING

DESCRIBE YOUR
PRODUCT IN TECHNICAL
TERMS AND I'LL TURN IT
INTO MARKETING
LANGUAGE.



WELL, IT
TENDS TO
OVER-
HEAT.



"HOTTEST
PRODUCT
ON THE
MARKET!"



ALL THE
PARTS ARE
KNOWN
CARCINOGENS.



"MAKES YOU
APPRECIATE
LIFE!"

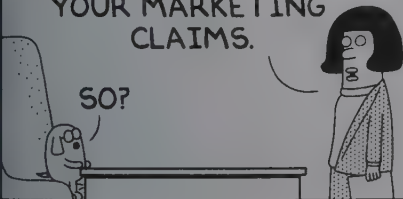


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DOGBERT, VP OF
MARKETING

AS HEAD OF PUBLIC
RELATIONS, IT WILL
BE MY JOB TO EXPLAIN
YOUR MARKETING
CLAIMS.

SO?



YOU CLAIM OUR
PRODUCT CAN TURN
TAP WATER INTO
UNLEADED GASOLINE
AND REANIMATE
THE DEAD.

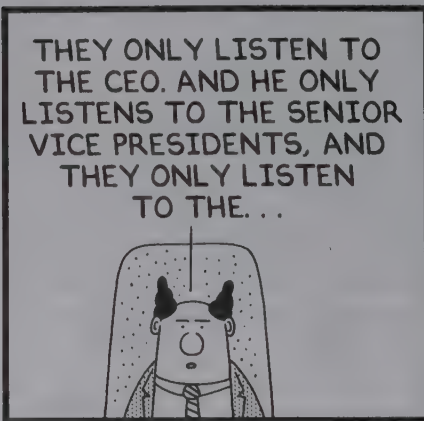


ARE YOU ASKING ME
TO DO A LOUSY JOB
OF MARKETING JUST
SO YOUR JOB IS
EASIER?

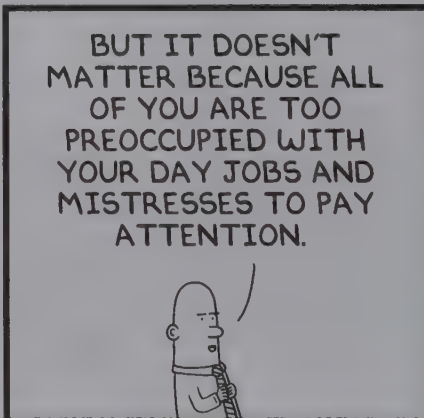
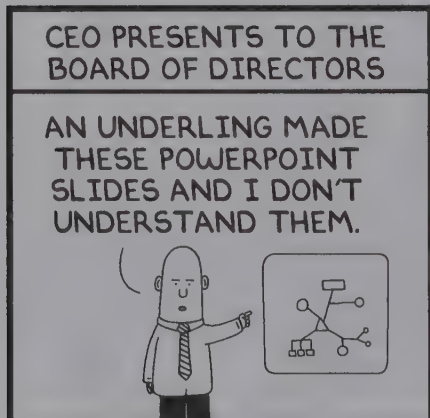
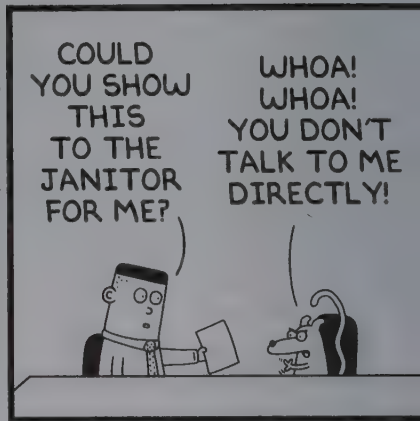
UM...



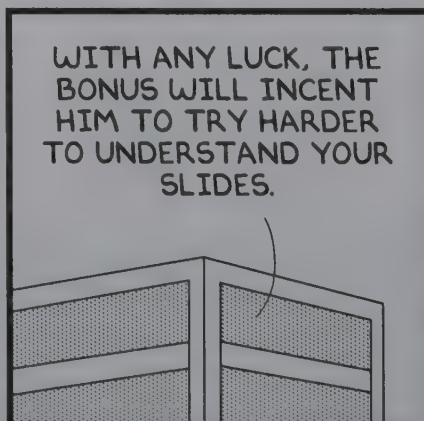
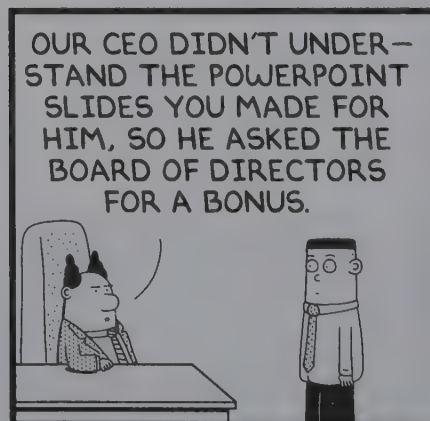
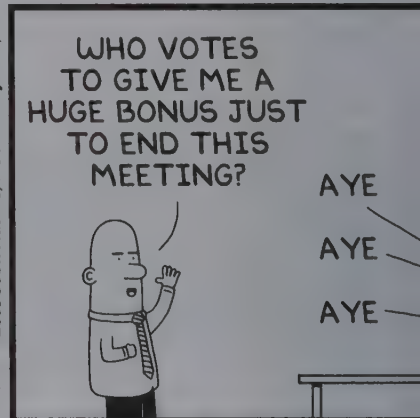
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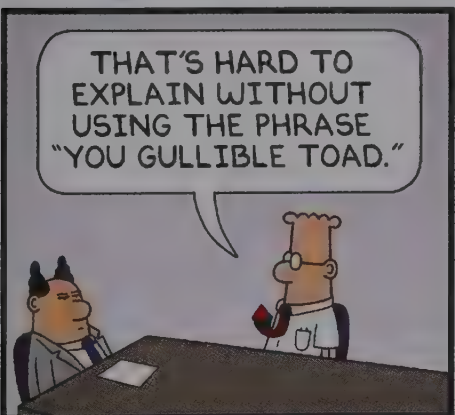
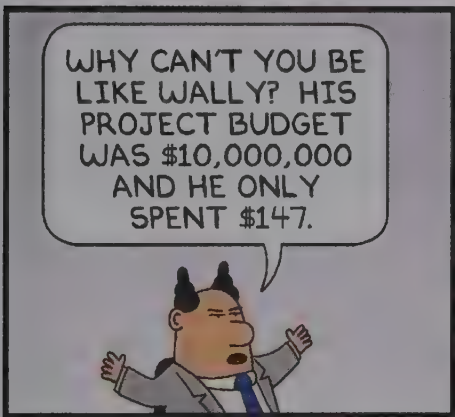
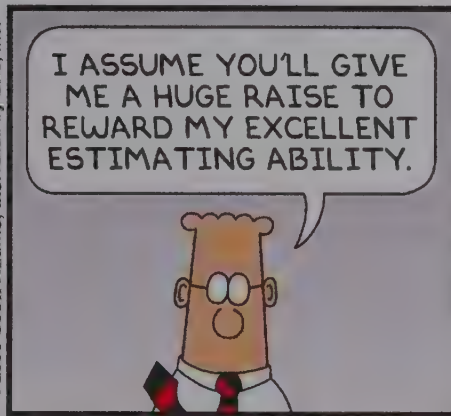
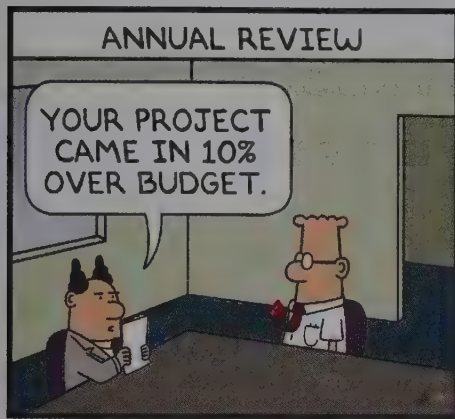


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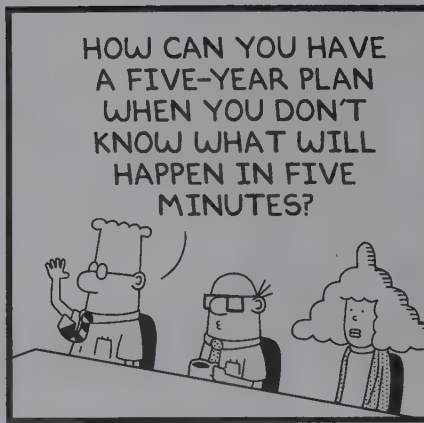
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6-18-06



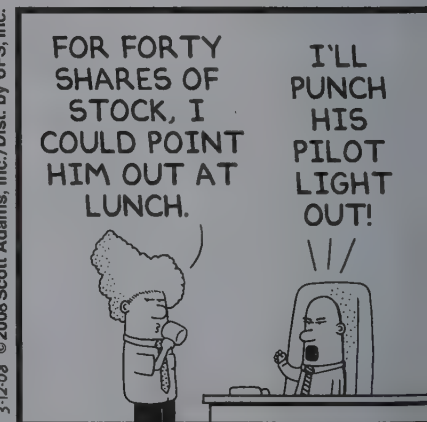
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YOU CAN THWART
THIS UNFRIENDLY
TAKEOVER BY USING
SOMETHING CALLED
A POISON PILL.

I KEEP ONE
IN MY WATCH.
I'LL TAKE IT
IMMEDIATELY.

I SUPPOSE I COULD
FEED YOUR TAINTED
CEO CARCASS TO THE
EXECUTIVES OF THE
OTHER COMPANY.

THAT'S
NOT...

GURGLE

I THWARTED THE
HOSTILE TAKEOVER
BID, BUT YOUR CEO
DIED IN THE PROCESS.

I'LL FIND YOU
SOMEONE ELSE TO
BLATHER ABOUT
QUALITY WHILE
BEING GROSSLY
OVERPAID.

I LIKE
YOUR
LOOK, BUT
CAN YOU
BLATHER?
QUALITY IS
MY GLOBAL
ADDED VALUE!

I CUT THE QUALITY
CONTROL BUDGET TO
FREE UP FUNDS TO
INCREASE OUR SALES
FORCE.

SO YOUR STRATEGY
IS TO SELL A LARGER
VOLUME OF DEFECTIVE
PRODUCTS?

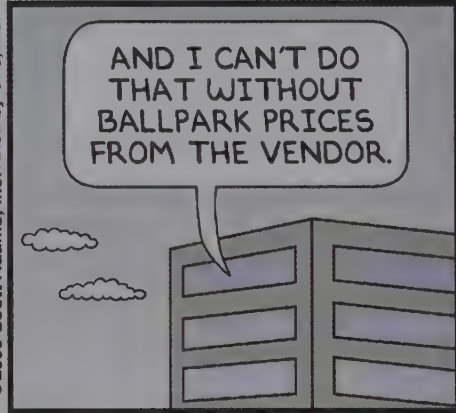
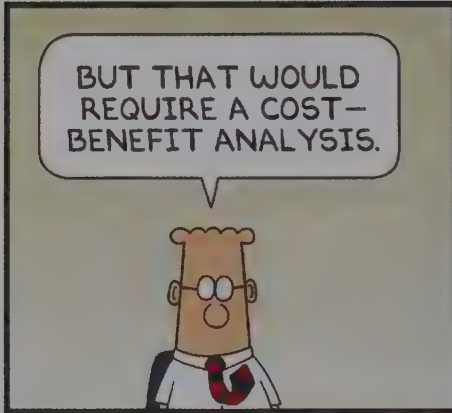
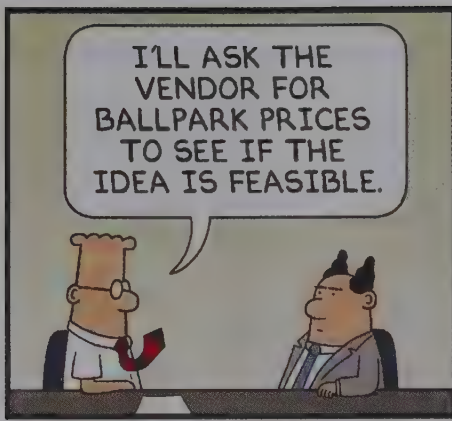
THE QUALITY WILL BE
FINE. THE TESTS WILL
JUST TAKE LONGER.

SO...
IT'S AN
ANTIQUE
THING?

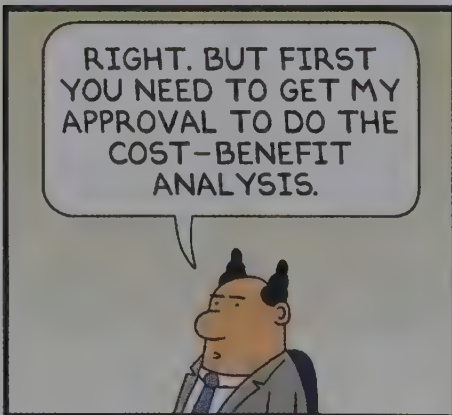
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12.31.06

I DIDN'T WORK ON
YOUR REQUEST THIS
WEEK BECAUSE MY
COMPUTER IS BROKEN
AND MY COMPANY IS
TOO CHEAP TO REPLACE
IT.



I TRIED TO BORROW
ONE, BUT THE PEOPLE
I WORK WITH ARE
A BUNCH OF SELFISH
TOOLS.



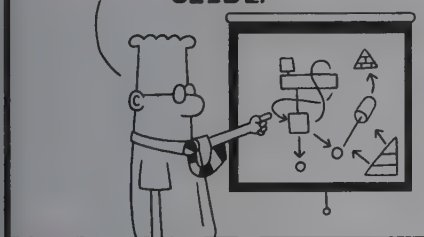
MAYBE I
SHOULDN'T
TAKE YOU
ON SALES
CALLS.

SO I BUILT
A TINY
FORT OUT
OF COFFEE
STIRRERS.



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YOU WON'T READ MY
TECHNICAL REPORT SO
I SUMMARIZED IT IN
THIS COMPLICATED
SLIDE.

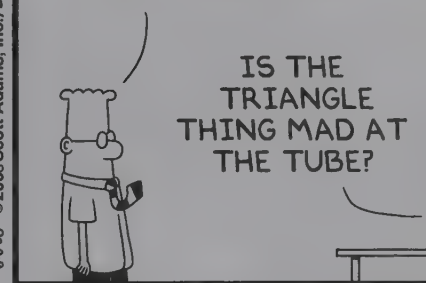


IF YOU STARE AT IT
LONG ENOUGH YOU WILL
EITHER EXPERIENCE THE
ILLUSION OF UNDER-
STANDING IT OR BE TOO
EMBARRASSED TO ADMIT
YOU DON'T.



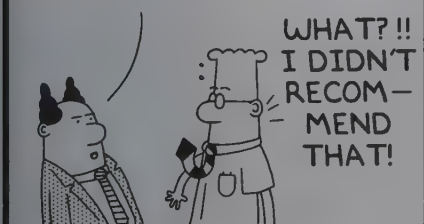
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DO YOU HAVE ANY
QUESTIONS TO BETRAY
YOUR IGNORANCE?



IS THE
TRIANGLE
THING MAD AT
THE TUBE?

THE EXECUTIVE
STEERING GROUP TOOK
YOUR RECOMMENDATION
TO CANCEL ALL DESIGN
PROJECTS.



WHAT? !!
I DIDN'T RECOM-
MEND
THAT!

UH-OH. YOUR POOR
COMMUNICATION
SKILLS HAVE SOWN
THE SEEDS OF OUR
DESTRUCTION.



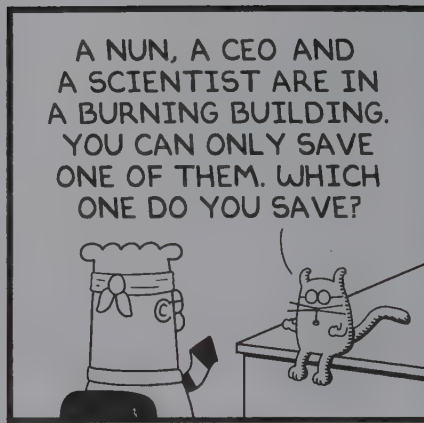
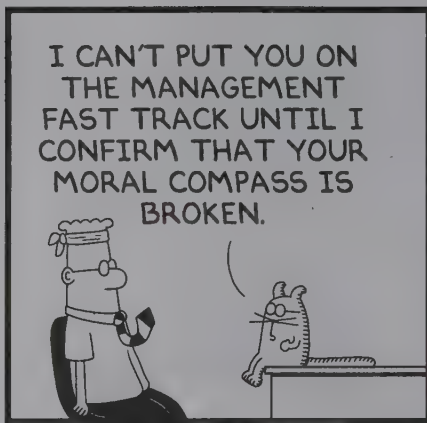
GAAA!!!

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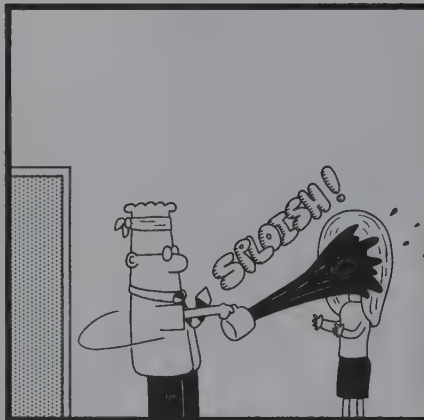
AM I AN UNCLEAR
COMMUNICATOR?



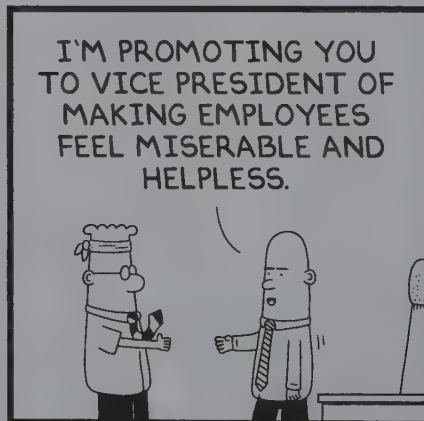
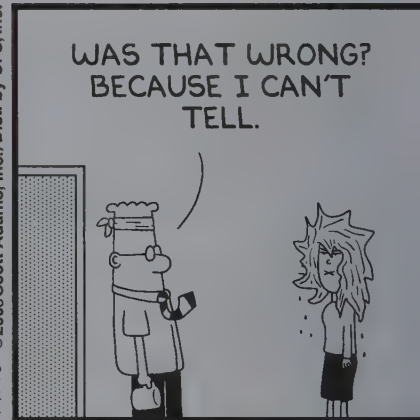
SIX
O'CLOCK.



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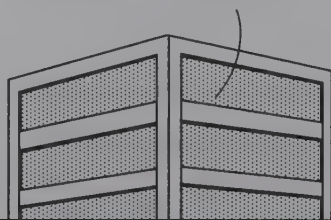


DOGBERT THE CEO

I'M NEARING RETIRE-
MENT, SO FIRE THE
RESEARCH
AND DEVEL-
OPMENT
GROUP.



THE COST CUTTING
WILL GOOSE MY STOCK
OPTIONS SO I CAN
CASH OUT BEFORE
THE DEATH SPIRAL.



PLEASE
DON'T
MAKE THE
NOISE.

TOO
LATE!

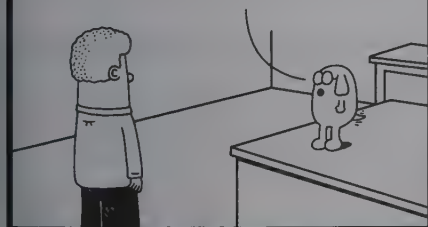
CHA-
CHING!



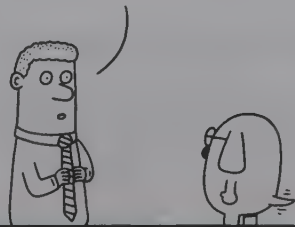
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DOGBERT THE CEO

GAS UP THE COMPANY
JET, FLUNKY. I'M GOING
SKIING IN ASPEN.



USING THE CORPORATE
JET FOR A VACATION
SENDS THE WRONG
MESSAGE.



AND YOU
CAN'T
SKI IN
THE
SUMMER.

WHAT
MESSAGE
DO FORTY
PLANELOADS
OF SNOW
SEND?



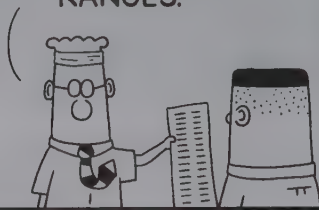
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DILBERT'S MORAL COMPASS IS DAMAGED.

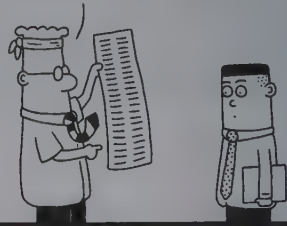
MY NEW JOB IS TO MAKE EMPLOYEES FEEL MISERABLE AND HELPLESS.



HERE'S A CHART THAT SHOWS THE SORT OF WOMEN THAT ARE ATTRACTED TO MEN AT VARIOUS SALARY RANGES.

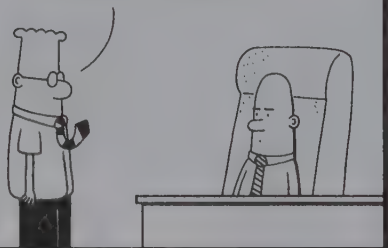


TROPHY WIVES ARE AT THE TOP, OBVIOUSLY, AND DOWN IN YOUR RANGE WE HAVE THE CARNIVAL SKANKS.



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MY MORAL COMPASS HAS HEALED. CAN I KEEP MY NEW JOB IN MANAGEMENT?



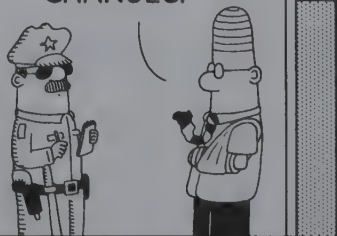
I'D LIKE TO USE MY POSITION OF POWER TO NARROW THE GAP BETWEEN EXECUTIVE AND WORKER PAY.



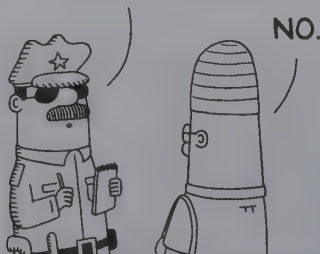
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MY CEO THREW ME THROUGH A FIFTH-FLOOR WINDOW. I'D LIKE TO PRESS CHARGES.

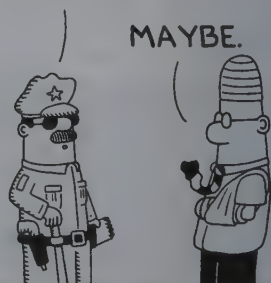


YOUR CEO? DO YOU THINK HE WOULD HIRE ME TO DO SECURITY ON HIS YACHT?



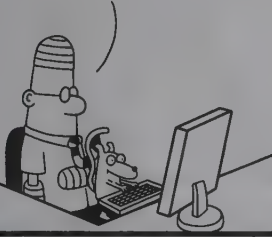
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WOULD HE HIRE ME IF I CLUB YOU WITH THIS STICK-THING?

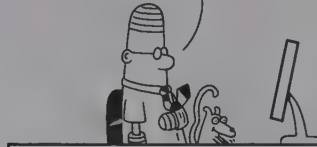


MAYBE.

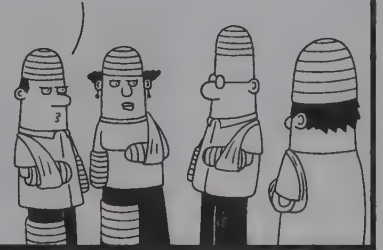
I NEED TO FIND A
SUPPORT GROUP FOR
PEOPLE WHO HAVE MY
SAME PROBLEM.



TYPE "THROWN OUT
OF A FIFTH FLOOR
WINDOW BY A CEO
WHO WILL ESCAPE
JUSTICE."



LOOK WHO DOESN'T
HAVE A BROKEN LEG.
DO YOU THINK YOU'RE
BETTER THAN US?



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WHERE WERE YOU
ON THE DAY THAT
DILBERT WAS PUSHED
OUT OF YOUR OFFICE
WINDOW?



I WAS DIRECTLY
BEHIND HIM, IN THIS
POSITION, YELLING
"DIE, DIE, DIE!"

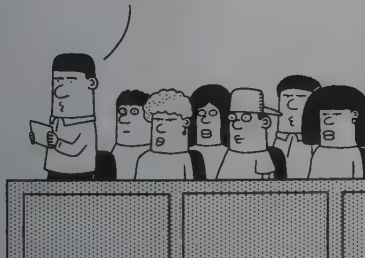


THE FIRST QUESTION
IS JUST PRACTICE,
RIGHT?

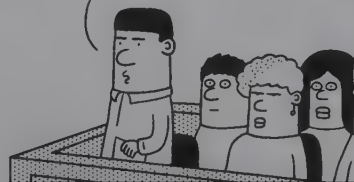


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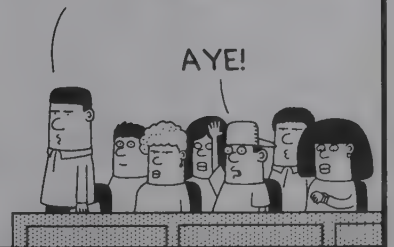
WE FIND IN FAVOR
OF THE PLAINTIFF
DUDE.



THERE WAS SOME
DISCUSSION ABOUT
WHICH ONE IS THE
PLAINTIFF — THE
COMPLAINY GUY OR
THE WEASEL.



BUT WE WERE
UNANIMOUS IN NOT
WANTING TO BE HERE
ANY LONGER.



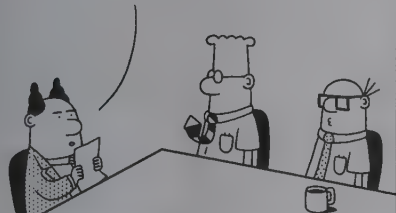
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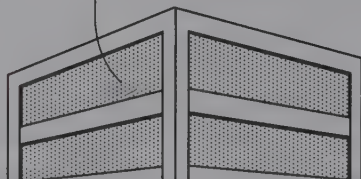
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1-21-07

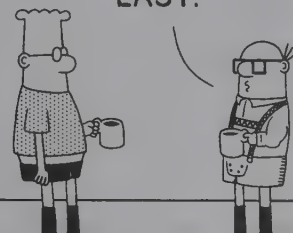
THE COMPANY WILL
BE USING LESS AIR
CONDITIONING TO
REDUCE EXPENSES.



TO COMPENSATE,
WE'RE LOOSENING UP
ON THE DRESS CODE.
SHORTS WILL NOW
BE ALLOWED.

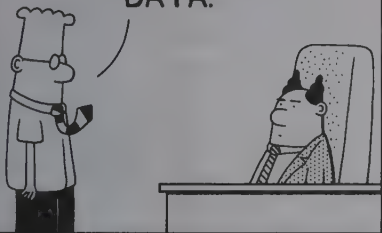


I'M NOT GOING TO
UPDATE MY SHORTS
WARDROBE UNTIL I
KNOW THIS WILL
LAST.



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ELBONIAN SPIES
STOLE MY LAPTOP
AND ALL OF OUR
CONFIDENTIAL
DATA.



BUT DON'T WORRY,
BECAUSE I PLACED A
VIRUS IN THERE THAT
WILL DESTROY THEIR
MORALE AND THEIR
HOPE.

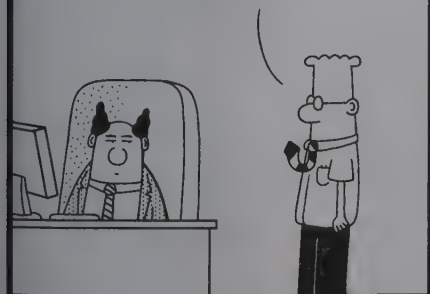


I BELIEVE YOU CALL
IT YOUR "BUSINESS
PLAN."



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WE'RE OUT
OF COFFEE.



CAN YOU GIVE ME A
FALSE SENSE OF
URGENCY AND SOME
UNNECESSARY STRESS
TO COMPENSATE?



FINISH
YOUR
PROJECT
BEFORE OUR
CEO STOPS
BY ON
TUESDAY.

PERFECT.
I'LL SEE
YOU THIS
AFTERNOON
FOR A
SECOND
CUP.



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DIRECTOR OF GREEN

WE'VE BEEN PUMPING
TOXIC WASTE INTO
THE WATER SUPPLY
FOR YEARS.



YESTERDAY, A GIANT,
MUTATED ALLIGATOR
DESTROYED OUR ONLY
COMPETITOR'S FACTORY.



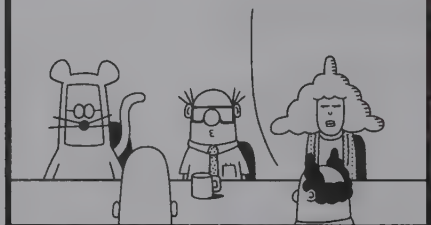
NOW THAT KARMA
HAS BEEN DISCREDITED,
WHAT ELSE CAN WE
POLLUTE?

THE SKY'S
THE LIMIT.



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I'D LIKE TO THANK
OUR CEO FOR COMING
TO OUR MEETING.



YOU SAID EVERYONE
WOULD BE WEARING
COSTUMES TODAY.

I'M
UNRELIABLE.



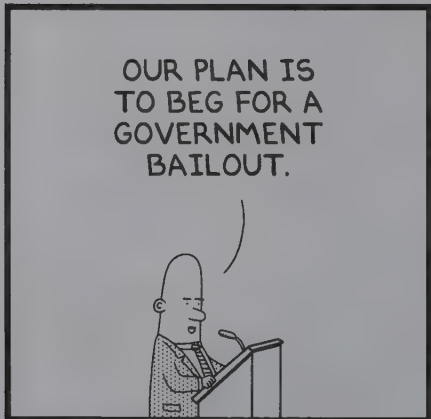
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I KIND
OF HATE
YOU NOW.

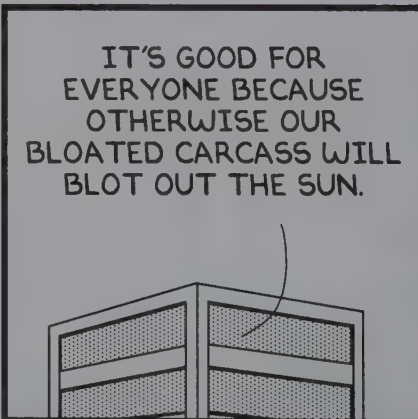
GEEZ, WHO
MOVED
YOUR
CHEESE?



OUR PLAN IS
TO BEG FOR A
GOVERNMENT
BAILOUT.

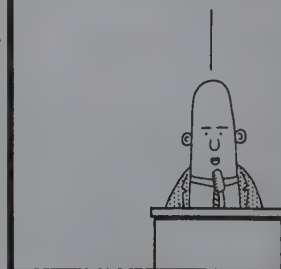


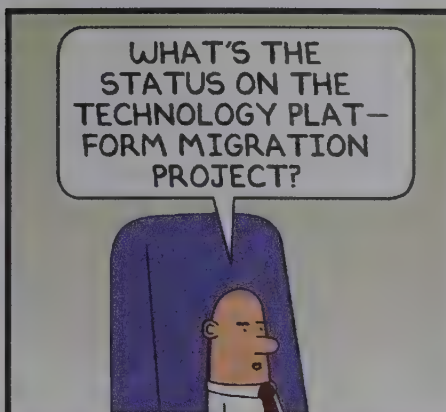
IT'S GOOD FOR
EVERYONE BECAUSE
OTHERWISE OUR
BLOATED CARCASS WILL
BLOT OUT THE SUN.



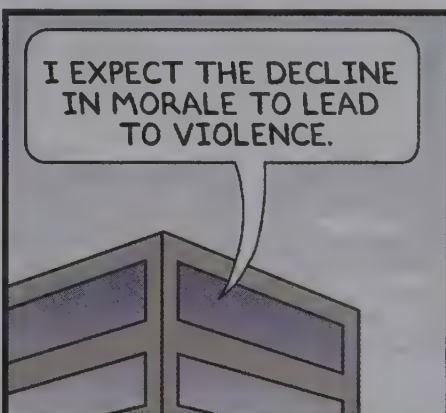
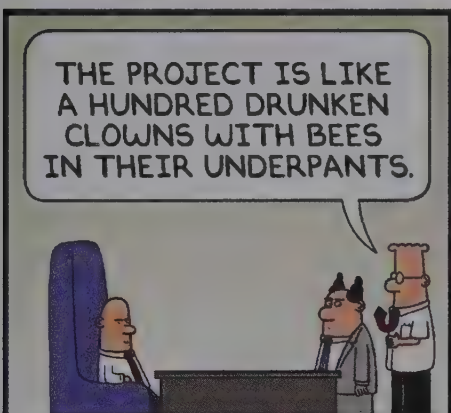
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WE HAVE COOKIES
AND LEMONADE IN
THE BACK.

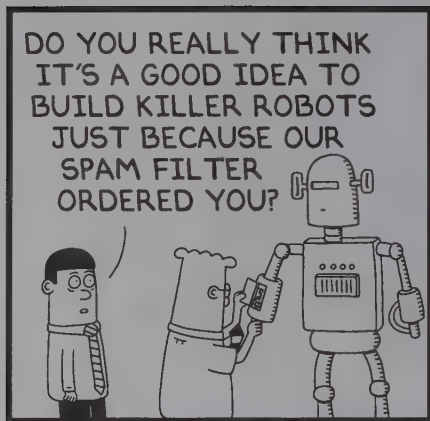




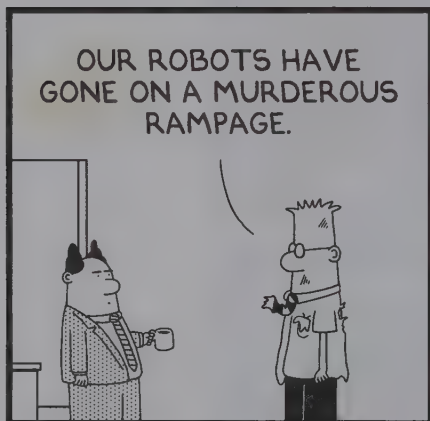
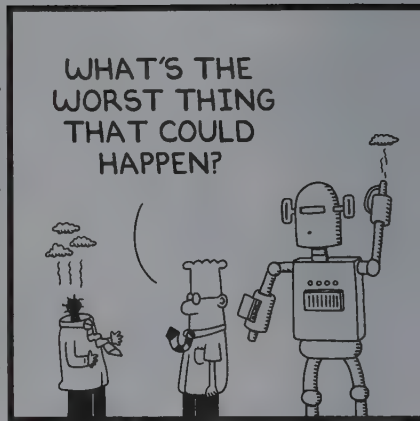
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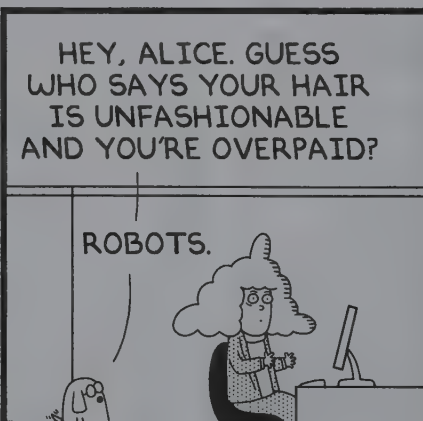
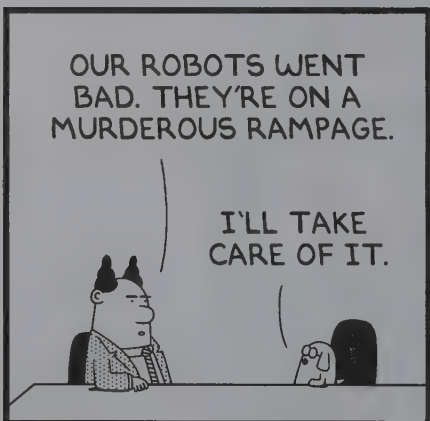
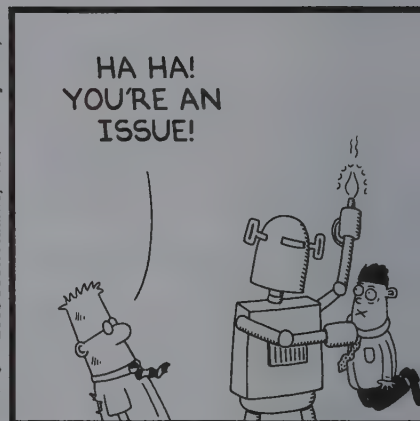
6-3-07



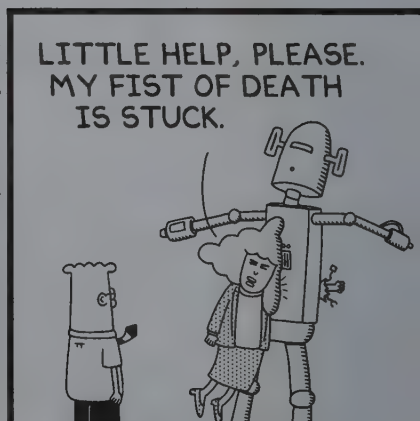
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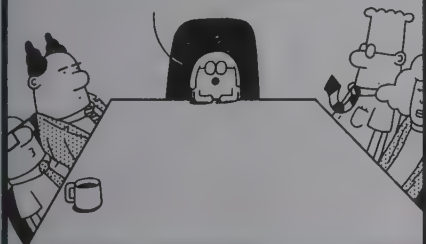


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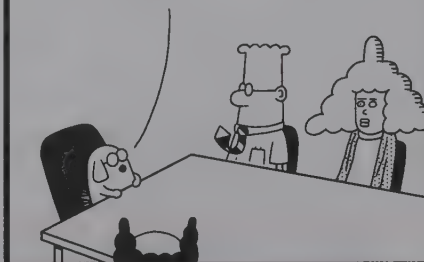


DOGBERT THE CEO

WE'RE GETTING
INTO THE FINANCIAL
SERVICES GAME.



THAT WAY ALL OF
OUR PRODUCTS CAN
BE IMAGINARY.



CAN YOU
GIVE ME
RELIABLE
INVEST-
MENT
ADVICE?

YES, AS
FAR AS
YOU KNOW.



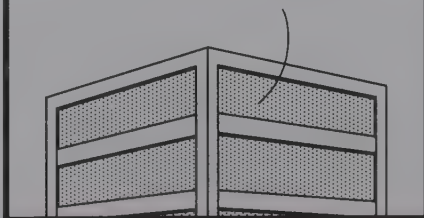
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DOGBERT THE CEO

WE'LL START TEN
MUTUAL FUNDS, EACH
WITH RANDOMLY
CHOSEN STOCKS.



LATER WE'LL BUILD
OUR ADVERTISEMENTS
AROUND WHICHEVER
ONE DOES THE BEST
PURELY BY CHANCE.

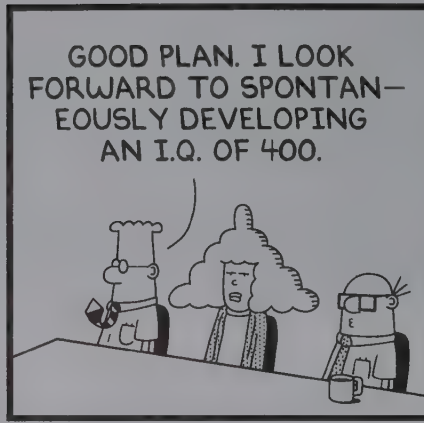
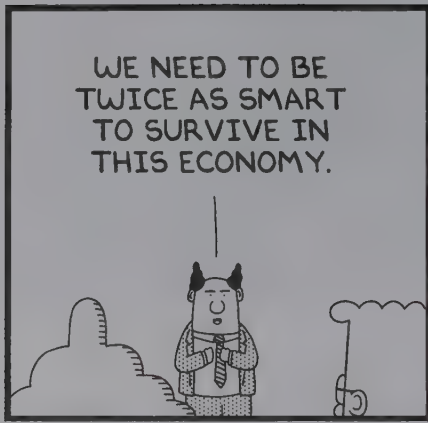


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MY GOAL IS TO BE THE
PREMIER PROVIDER
OF IMAGINARY
EXPERTISE.



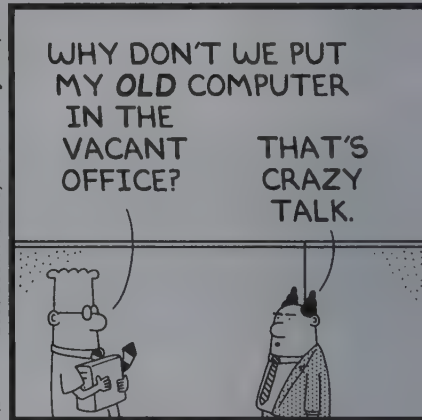
WAG!
WAG!



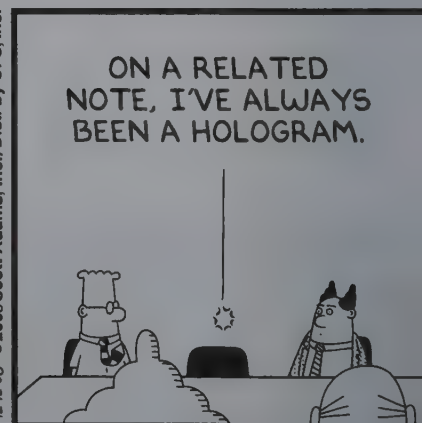
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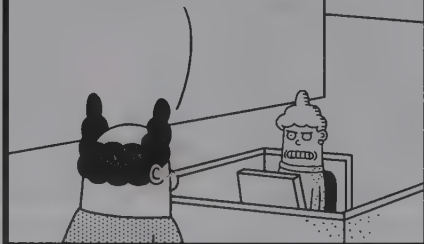
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CAROL, BOOK AN
EXECUTIVE RETREAT
SO WE CAN FIGURE
OUT WHICH ONE OF
YOU TO DOWNSIZE.



FIND US
SOMEPLACE
WARM.



DO YOU
HAVE A
POOL?

YOU
COULD
CALL IT
THAT.



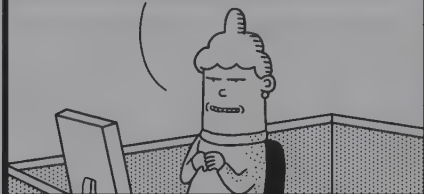
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WHERE'S
OUR
POINTY-
HAired
BOSS?

HE'S AT AN
OFFSITE
MEETING TO
DECIDE WHO
TO LAY OFF.



DON'T WORRY. I
BOOKED THE MEETING
AT THE *BEELZEBUB*
INN. NO ONE HAS EVER
RETURNED FROM
THERE.

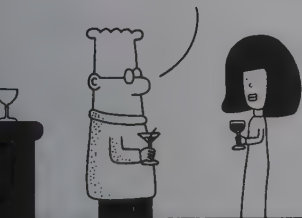


IF YOU DON'T LIKE
THE ACCOMMODATIONS,
NEXT TIME HAVE
YOUR OWN DISGRUNTLED
UNDERLING BOOK A
PLACE.

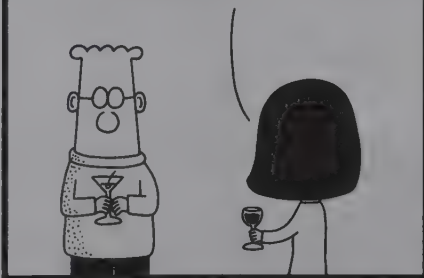


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IT'S SLOW AT WORK
SO I CREATED MY
OWN INTERNET
BUSINESS CALLED
DILBERTFILES.COM

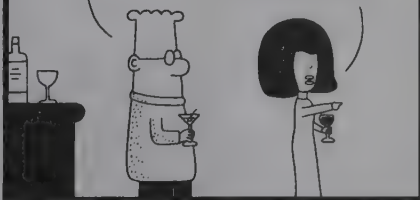


SO YOU'RE
STEALING COMPANY
RESOURCES?

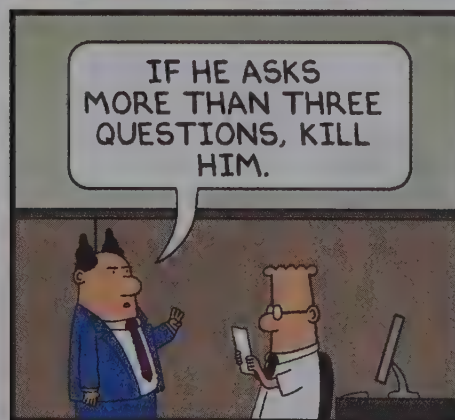
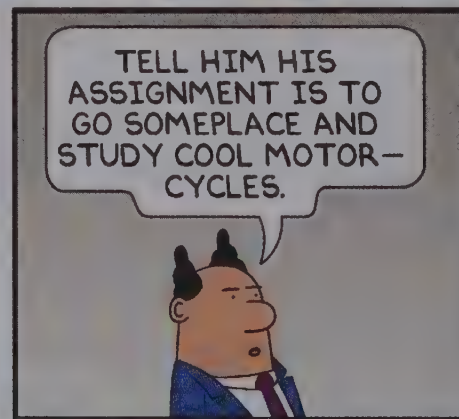


I CALL
MYSELF
A CEO.

I THINK I
SAW SOME-
ONE WHO
ISN'T A
MISCREANT.



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9-2-07

VIJAY, THE WORLD'S
WORST VENTURE
CAPITALIST

A HUNDRED MILLION
PEOPLE NEED THIS
TYPE OF SERVICE.



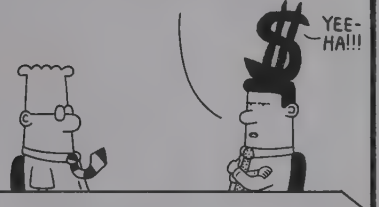
I ALREADY BUILT
THE WEB SITE AND
PEOPLE ARE SIGNING
UP.

FOOP!



WHEN WE NEGOTIATE
MY EQUITY STAKE,
FOCUS ON MY POKER
FACE AND NOT MY
OPTIMISTIC HAIR.

YEE-
HA!!!



THE ECONOMY IS
CIRCLING THE DRAIN.
I NEED EACH OF YOU
TO TAKE A 10% CUT
IN PAY.



I DON'T HAVE THAT
MUCH CUSHION IN MY
BUDGET. YESTERDAY I
BOILED MY SHOELACES
FOR DINNER.



REMAND ME NOT TO
ACCEPT ANY DINNER
INVITATIONS TO
YOUR HOUSE.

DON'T
WORRY!



BAILOUT HEARINGS

MR. DOGBERT, DID
YOU FLY HERE IN A
CORPORATE JET?

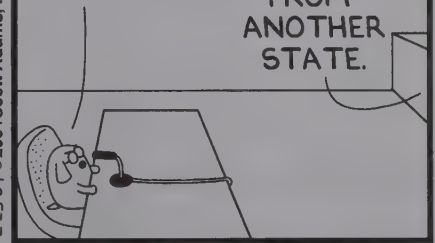


YES, THE SAME JET
THAT TOOK YOU ON
A FACT-FINDING
TRIP TO ARUBA, YOU
WOOL-COATED GLOB
OF FAT.



BRING IT
ON! I CAN
DO THIS
ALL DAY.

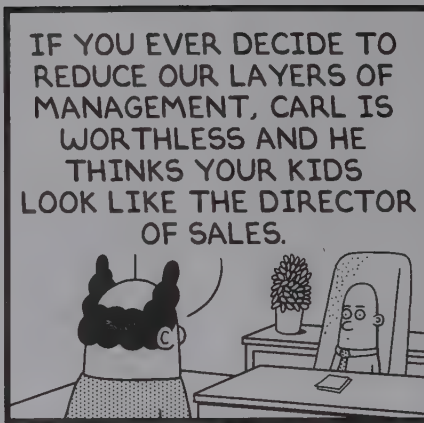
I YIELD
MY TIME
TO THE
HYPOCRITE
FROM
ANOTHER
STATE.



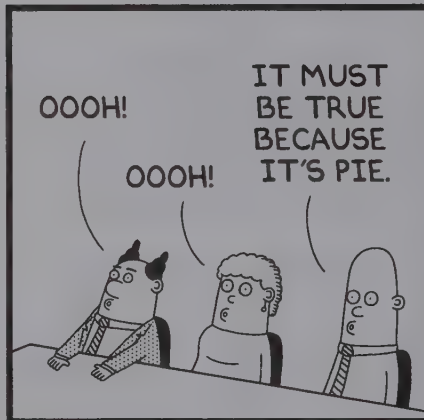
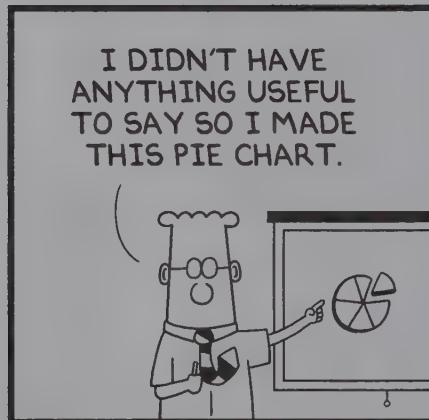
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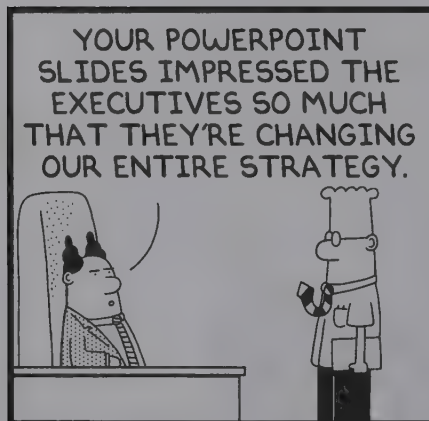
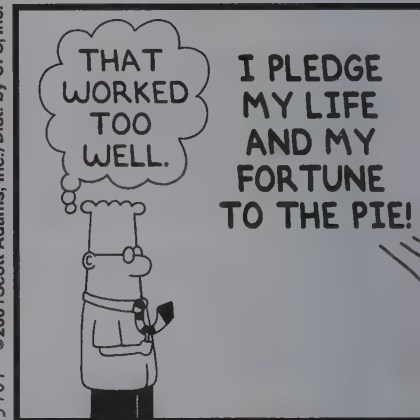
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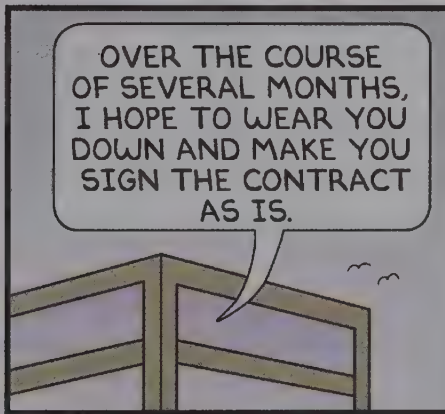
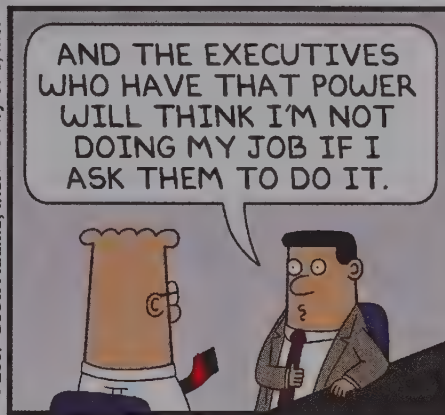


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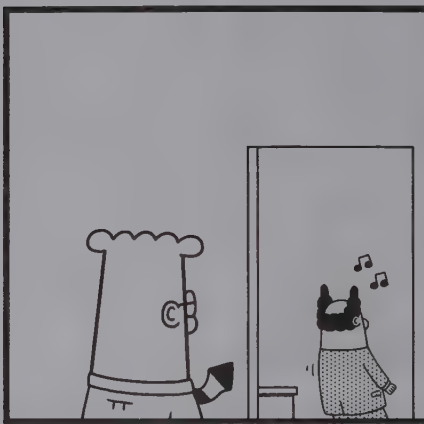
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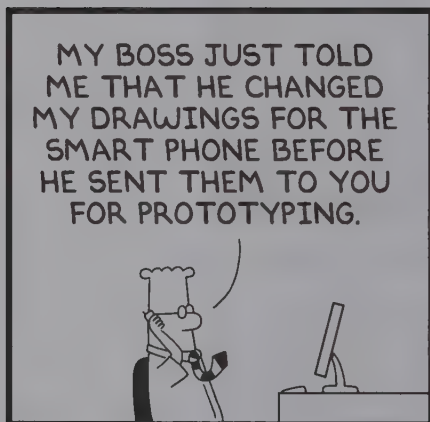


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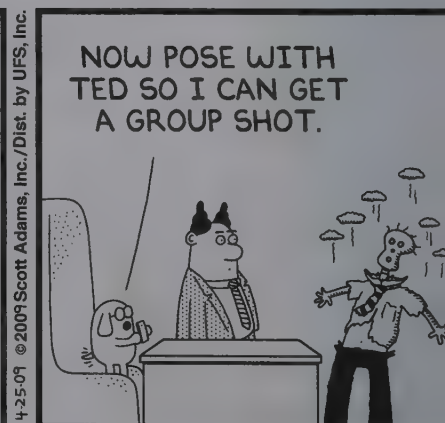
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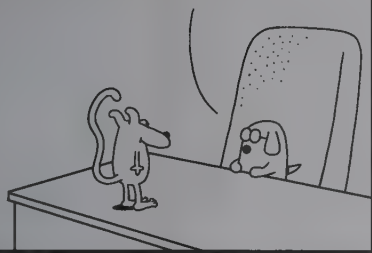
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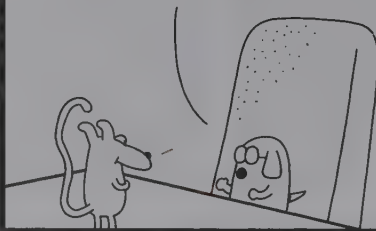
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DOGBERT THE CEO

RATBERT, YOU'RE
MY NEW VP OF SALES.

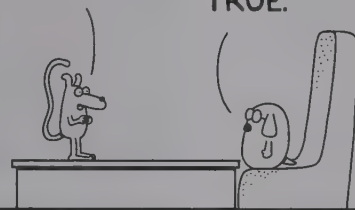


YOUR JOB IS TO SET
IMPOSSIBLE GOALS FOR
THE SALESPeOPLE AND
PUNISH THEM FOR
FAILING.



YAY!
I ALWAYS
WANTED
TO BE A
SADIST!

DREAMS
DO COME
TRUE.



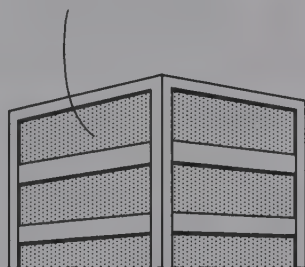
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RATBERT: VP OF SALES

HUMPHREY, YOU'RE
SCARING ALL OF
OUR CUSTOMERS.



TRY TO BE LESS
PITCHFORKABLE.



SERIOUSLY.
CAN YOU
DO THAT?

WHO
WANTS
A HUG?!



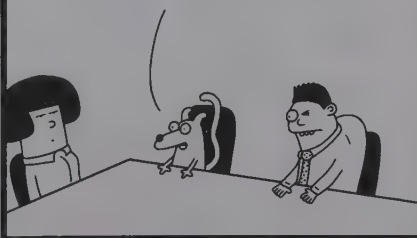
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RATBERT: VP OF SALES

I'M ACCOMPANYING
HUMPHREY ON THIS SALES
CALL SO HE CAN LEARN
FROM THE MASTER.



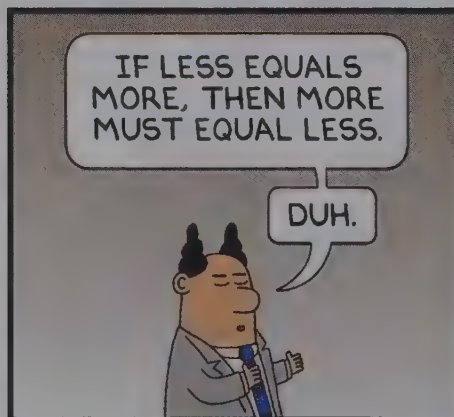
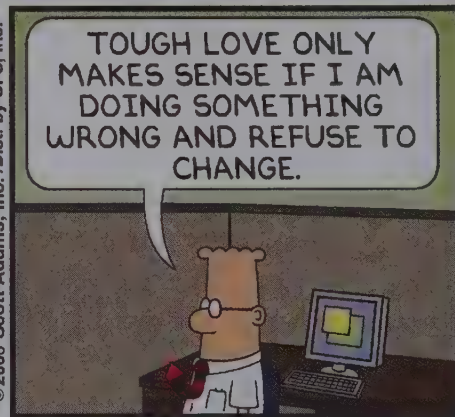
I'LL BEGIN BY GIVING
YOU SOMETHING, THUS
TRIGGERING YOUR NEED
TO RECIPROCATE.



WHO WANTS TO
HIT HUMPHREY
WITH A SHOVEL?



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2-17-08

RATBERT : VP OF SALES

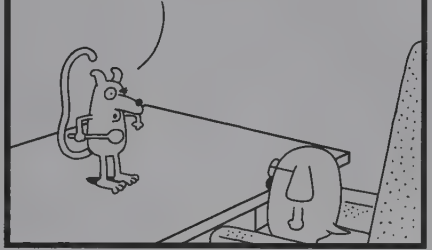
HUMPHREY, SOME MIGHT SAY YOU'RE BELOW YOUR SALES QUOTA BECAUSE THE ECONOMY IS SOFT.



BUT I SAY IT'S BECAUSE I HAVEN'T BEATEN YOU ENOUGH WITH THIS WOODEN SPOON.



YOU KNOW WHAT I'M TIRED OF HEARING? "NOT MY GOOD EYE! NOT MY GOOD EYE!"



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DOGBERT THE CEO

YOU TWO ARE MY EXECUTIVE COMPENSATION COMMITTEE.

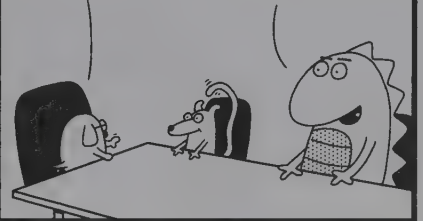


I LIVE TO SERVE YOU, MY LORD AND MASTER!



DIAL IT BACK JUST A LITTLE.

ARE WE ALLOWED TO KNEEL?

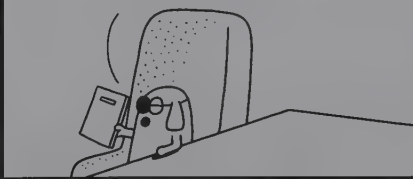


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IT'S A CONFLICT OF INTEREST FOR YOU TO BE OUR CEO AND ALSO A PIRATE WHO KIDNAPS OUR EMPLOYEES.

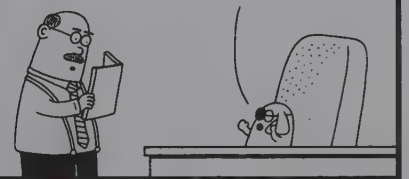


THE EXECUTIVE COMPENSATION COMMITTEE APPROVED THIS ARRANGEMENT. IT'S ALL SPELLED OUT IN MY EMPLOYMENT AGREEMENT.



SO IT IS.

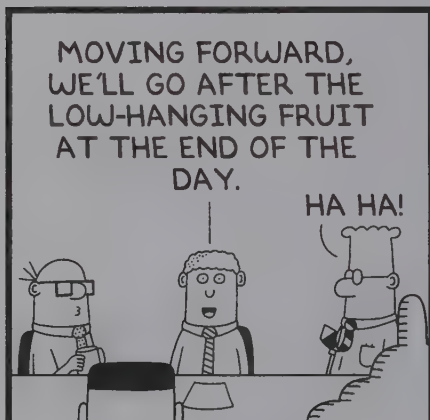
WAIT HERE WHILE I CALL MYSELF AND RANSOM YOU BACK TO YOUR OFFICE.



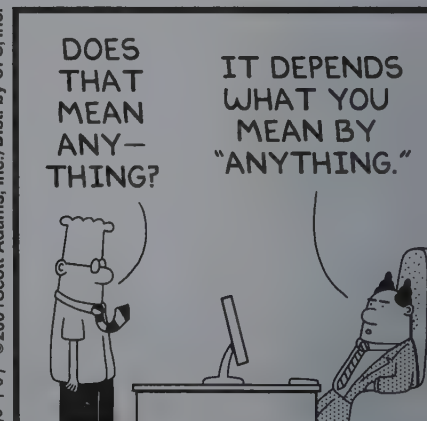
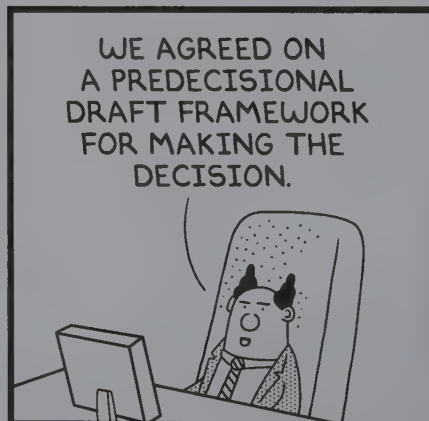
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DOGBERT THE CEO

WE NEED TO MAKE
OUR PRICING PLAN
MORE CONFUSING.

AND CHANGE OUR
PACKAGING TO THAT
HARD PLASTIC THAT
ALWAYS CUTS THE
CONSUMERS' HANDS.

I'VE BEEN IN A BAD
MOOD SINCE EVERYONE
STARTED TALKING
ABOUT CAPPING MY
EXCESSIVE PAY.

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DOGBERT THE CEO

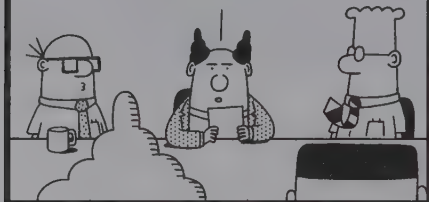
I CAN'T TELL IF MY
PAY IS EXCESSIVE
ENOUGH.

SO I CREATED A
LAB TO TEST THE
REACTION OF HOBOs
TO MY DIFFERENT PAY
SCENARIOS.

IT'S YOUR
TURN TO
FIND THE
NEXT HOBO.

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THE COMPANY URGES
ALL OF YOU TO E-MAIL
YOUR CONGRESSMAN
AND SUPPORT THE BILL
THAT GIVES US PORK
PROJECTS.



IF THAT BILL BECOMES
LAW, IT WILL, IN
EFFECT, TRANSFER MY
TAX MONEY TO YOU
EXECUTIVES FOR
YOUR NEXT OBSCENE
BONUSES.



DON'T
YOU OWN
COMPANY
STOCK
IN YOUR
RETIREMENT
ACCOUNT?

NO, I'M
ONLY
DUMB
ENOUGH
TO WORK
HERE.



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

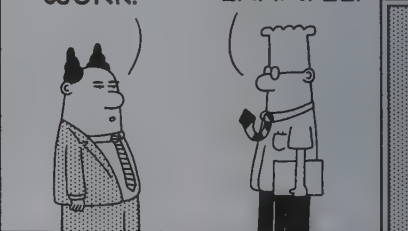


TELL THEM WE'RE
EVALUATING IT. THAT
WAY NEITHER OF US
NEEDS TO DO ANY
REAL WORK.

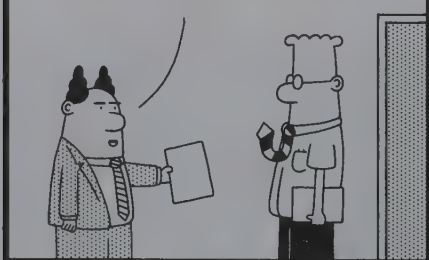


I LIKE
IT WHEN
YOU DO
REAL
WORK.

SORRY. I
THOUGHT
YOU WERE
LEADING BY
EXAMPLE.



AFTER EIGHT MONTHS,
SENIOR MANAGEMENT
FINALLY APPROVED
YOUR PROJECT PLAN.

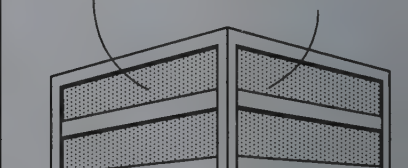


IT'S TOO LATE. ALL
OF THE TECHNOLOGY
HAS CHANGED AND OUR
COMPETITORS HAVE
LEAPFROGGED US.



MAYBE
YOU
COULD
WRITE
A NEW
PLAN.

OR WE
COULD GET
THE SAME
RESULT BY
RESUB-
MITTING
THIS ONE.

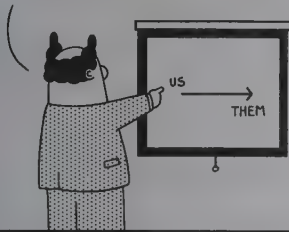


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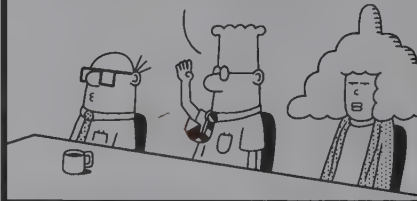
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IF WE WORK DAY AND NIGHT, WE CAN MATCH OUR COMPETITOR'S FEATURES WITHIN TWELVE MONTHS.



ARE WE CATCHING UP TO WHERE THEY WILL BE IN A YEAR, WHICH IS UNKNOWNABLE, OR WHERE THEY ARE NOW, WHICH IS STUPID?



WE'LL PLAYED.

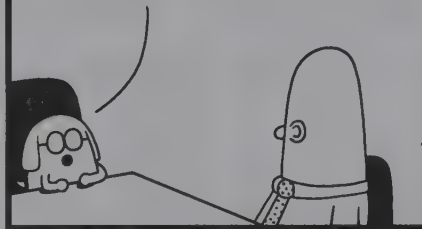
I GOT THE NEXT ONE!



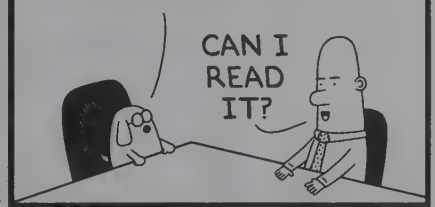
YOU'RE AN INCOMPETENT CEO, BUT THE DOGBERT INVESTMENT BANK CAN HELP YOU PRETEND TO UNLOCK SHAREHOLDER VALUE.



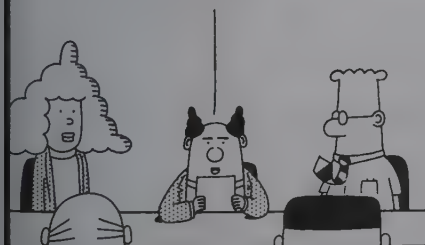
I'LL ARRANGE AN UNWISE MERGER SO YOU CAN CASH OUT WHILE I COLLECT AN OBSCENE COMMISSION.



IT'S LIKE A BRIBE, BUT INSTEAD OF GOING TO JAIL, A STRANGER WILL WRITE A BEST-SELLING BOOK WITH YOUR NAME ON IT.



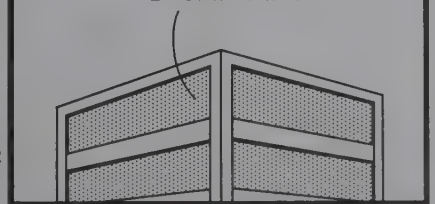
OUR CEO WANTS TO SHARE HIS GOOD FORTUNE WITH ALL EMPLOYEES.



HE INVITES ALL OF YOU TO VISIT HIS WINERY AND BUY HIS NON-AWARD-WINNING WINE AT NEARLY RETAIL PRICES.



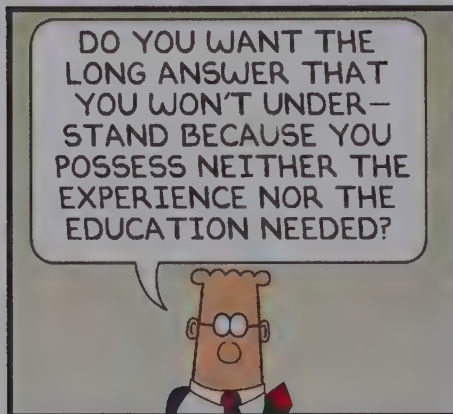
HE ASKS THAT YOU NOT PARK YOUR HELICOPTERS NEAR HIS HUMAN CHESS BOARD BECAUSE IT FRIGHTENS THE DWARVES.



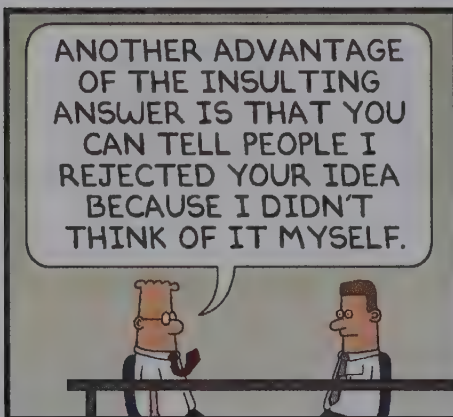
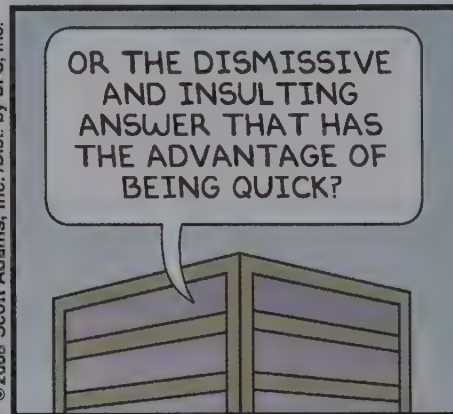
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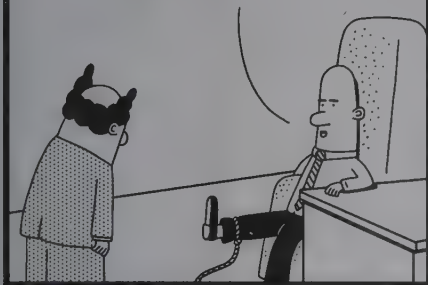


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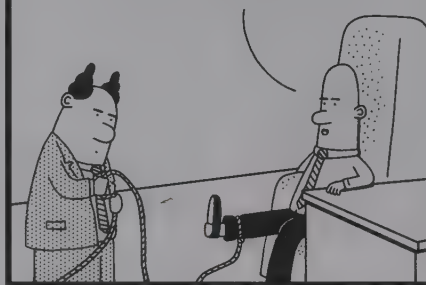


3-2-08

THIS ROPE IS ATTACHED
TO A CRONY FROM MY
LAST CEO JOB.



GIVE IT A GOOD YANK
AND REEL HIM IN. HE'S
YOUR NEW BOSS.



IS HE
QUALIFIED
FOR THE
JOB?

LIKE A
MONKEY
WITH A
HAMMER!



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MEET OUR NEW
VICE PRESIDENT
OF ENGINEERING.



WE'RE LUCKY TO
HAVE HIM DESPITE
HIS UTTER LACK OF
EXPERIENCE IN OUR
INDUSTRY.



SOME MIGHT CALL
HIM UNQUALIFIED,
BUT I CALL HIM
EXOTIC.

YOU'RE
OVER-
SELLING.



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THE NEW VP

DON'T WORRY THAT
I WANTED YOUR JOB,
OR THAT YOU HAVE
NO EXPERIENCE IN
THIS FIELD.

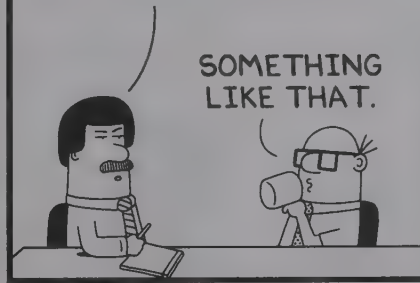


I WON'T TRY TO
SABOTAGE YOU. IN
FACT, I'LL SEND MY
BEST ENGINEER TO
BRING YOU UP TO
SPEED.

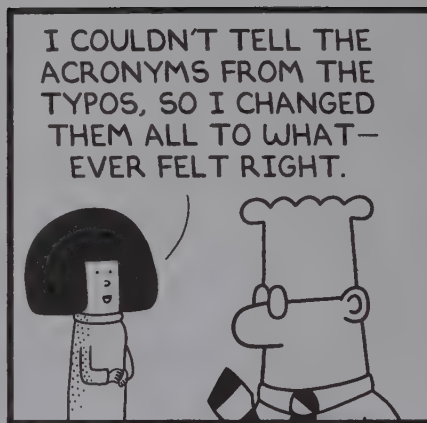
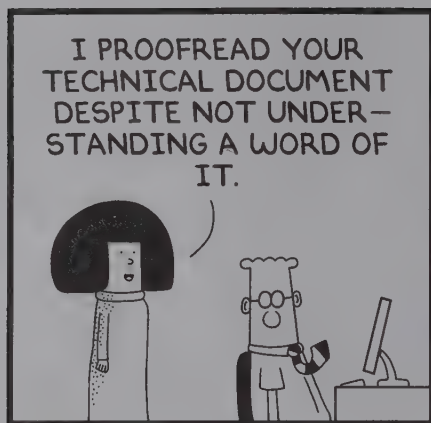


SO... IT'S CALLED
4G BECAUSE IT'S
G-G-G-GOOD.

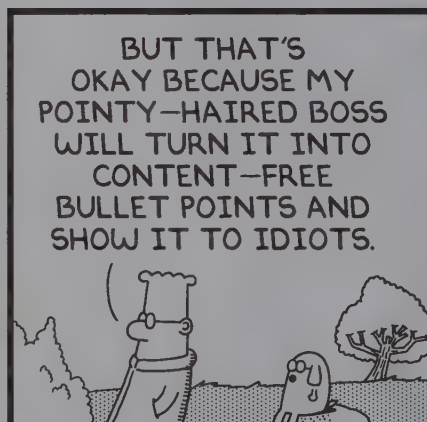
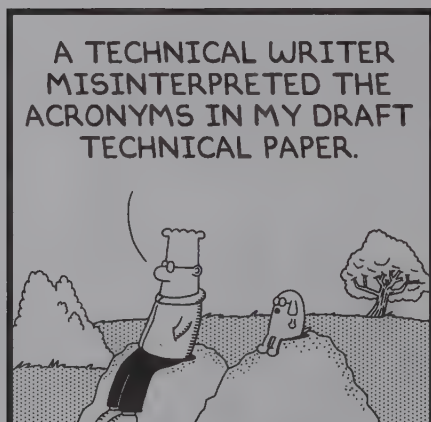
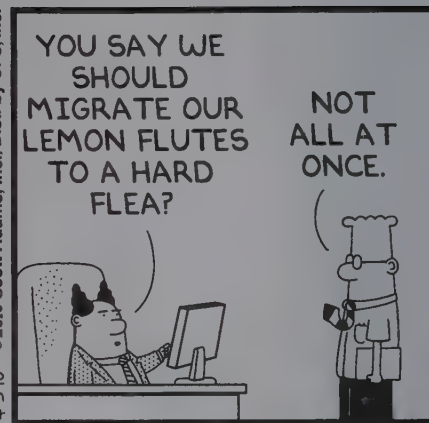
SOMETHING
LIKE THAT.



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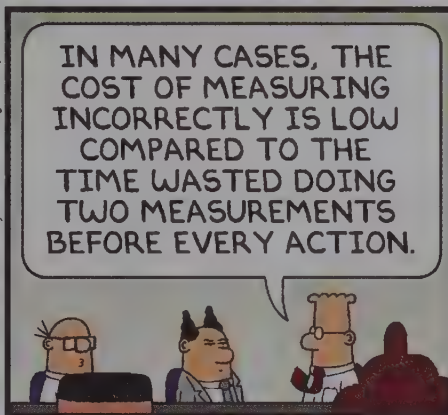
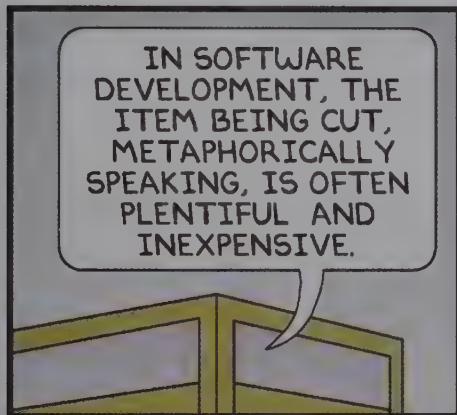
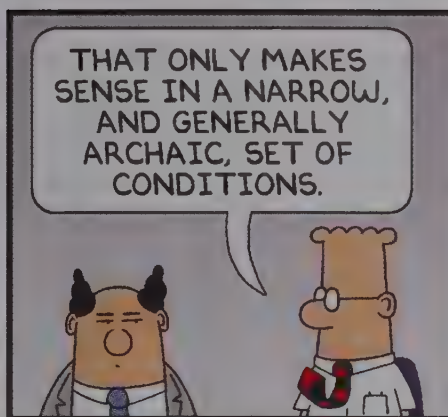
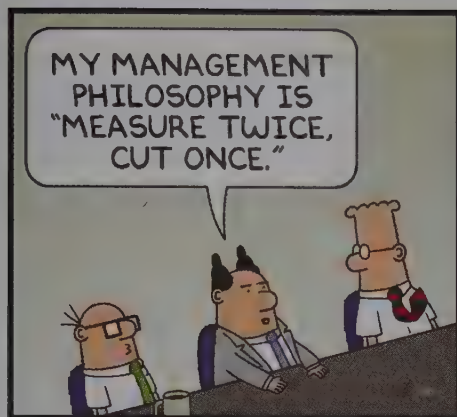


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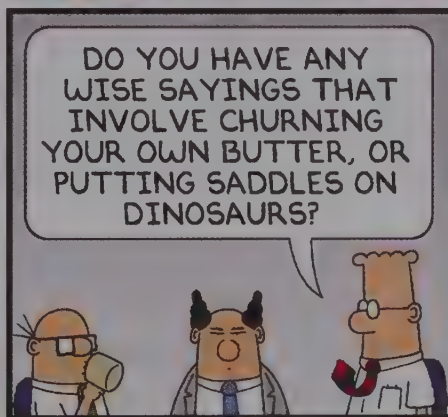
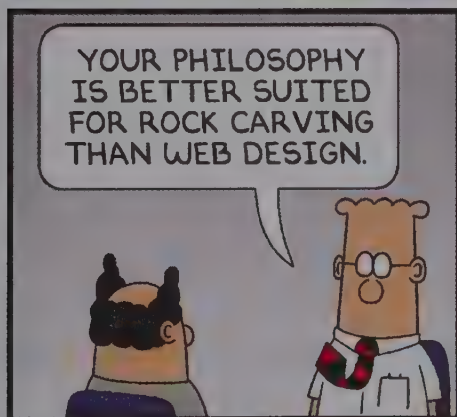


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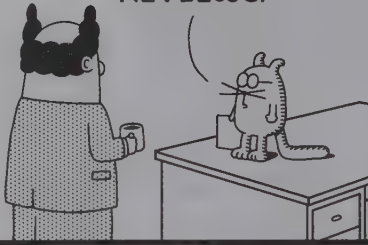


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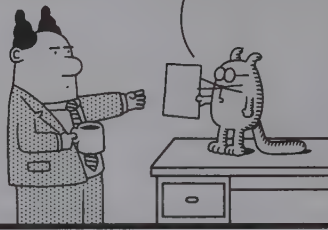


3-16-08

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



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



AWKWARD,
BUMBLING,
COWARDLY,
DUMB...

MY FAULTS
ARE SUS-
PICIOUSLY
ALPHABET-
ICAL.

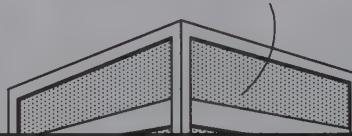


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MAKE SURE YOU
COORDINATE WITH
THE BRAND MANAGER
AND THE CATEGORY
MANAGER.



AND ALSO THE CLIENTS,
THE ACCOUNT EXECs,
THE PROJECT LEADERS,
STRATEGIC PLANNING,
FACILITIES MANAGE-
MENT, PRODUCT
MANAGERS, MARKETING,
AND I.T.



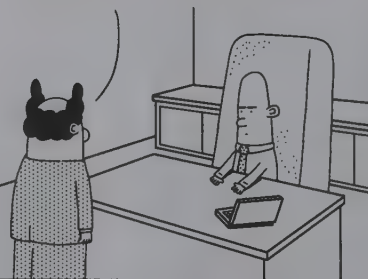
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ALL I
HEARD
WAS
"GIVE
UP."

LET'S
MEET
AGAIN
IN A
YEAR.



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



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



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

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



CEO

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

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

UH-OH. THAT'S A DEATH RAY.

WE HAVE AN RFQ FROM NORTH KOREA.

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

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

SURE. WHAT COULD GO WRONG?

ONE WEEK LATER

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

NO ONE IS SAYING IT WAS A BORING SHOW.

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

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

OOH.

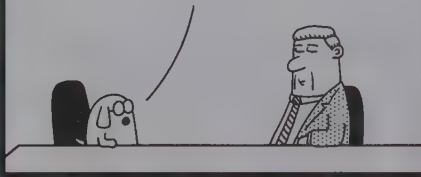
EARLIER THAT DAY

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

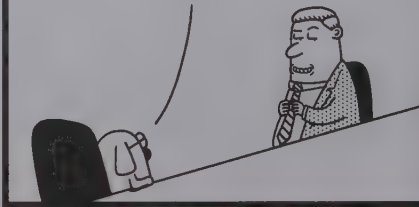
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CEO SUMMIT

OBVIOUSLY IT'S
ILLEGAL FOR
COMPANIES TO RIG
BIDS.



BUT INTERESTINGLY,
THE CRIME IS NEARLY
IMPOSSIBLE TO PROVE
WHEN NOTHING IS
WRITTEN DOWN.



I'D LIKE YOU TO
MEET EDDIE. PAY
CLOSE ATTENTION
TO HOW MANY TIMES
HE STOMPS HIS
HOOF.



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CEO SUMMIT

DO YOU
COLLUDE?

SOME-
TIMES.



ARE YOU COLLUDING
WITH ANYONE NOW,
BECAUSE I'D SURE LIKE
TO COLLUDE WITH
YOU.



WHAT ARE
YOU INTO?
MAYBE A
LITTLE
PRICE-
FIXING?



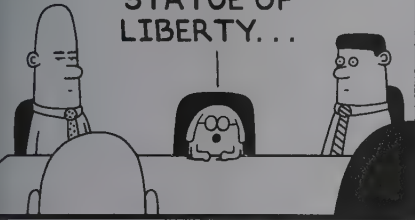
THIS IS
ALL
HAPPENING
SO FAST.



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DOGBERT THE PUBLIC
RELATIONS CONSULTANT

SO YOU ACCIDENTALLY
DESTROYED THE
STATUE OF
LIBERTY...



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



I SHOULD WATCH
THAT FROM MY
PRIVATE JET.

FOCUS!



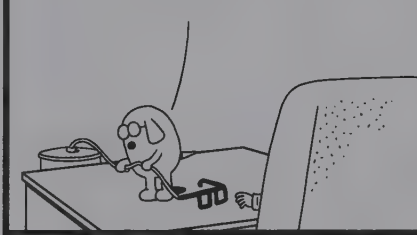
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DOGBERT THE PUBLIC
RELATIONS CONSULTANT

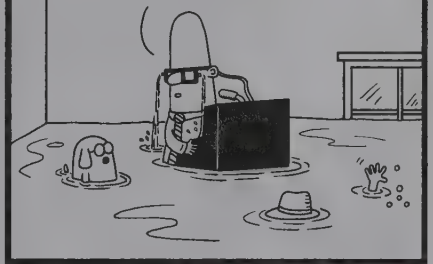
THE PUBLIC WON'T
FORGIVE YOU UNTIL
YOU FAKE SOME
REMORSE.



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



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



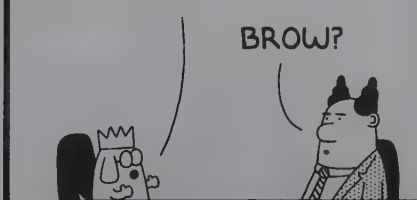
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DOGBERT THE EMPIRE
CONSULTANT

MAKE YOUR EMPLOYEES
LESS PRODUCTIVE. THAT
WAY YOUR CEO WILL
LET YOU HIRE MORE OF
THEM.



INEFFICIENCY IS
THE SAME THING AS
LEADERSHIP. A KING
NEEDS AN ENTIRE
COUNTRY JUST TO
WIPE HIS. . .



BROW?

I WAS
GOING
TO SAY
WIND-
SHIELD.

BROW IS
CATCHIER.



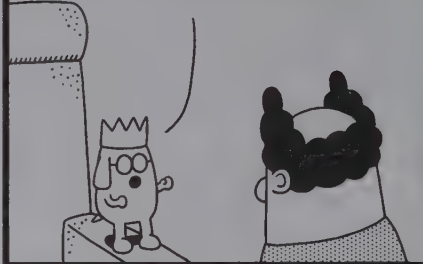
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DOGBERT THE EMPIRE
BUILDER CONSULTANT

SUCCESS IS JUST
ATTENDANCE
PLUS LUCK.



YOU ALWAYS WANT
TO BE IN THE GENERAL
VICINITY WHEN SOME-
THING GOOD HAPPENS.



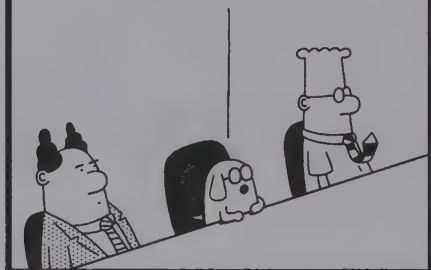
WOW. I
JUST
DOUBLED
THE BIT
RATE.

PRESENT!

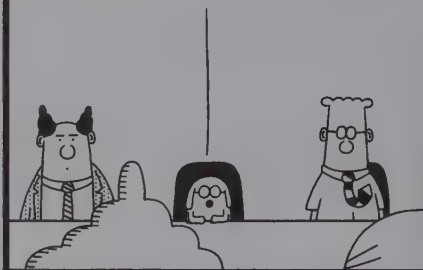


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YOU'RE A THIRD-RATE
COMPANY IN A DYING
INDUSTRY.

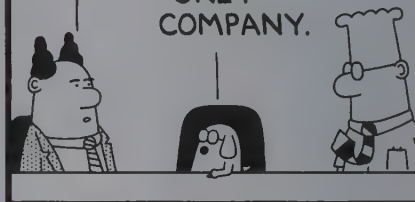


I RECOMMEND
CONSULTANT-ASSISTED
CORPORATE SUICIDE.

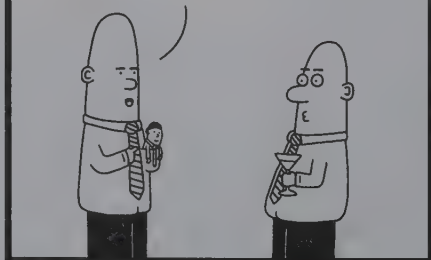


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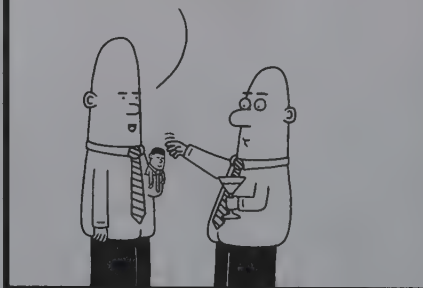
WILL
IT
HURT?
IT MIGHT STING
A LITTLE WHEN
YOU ANNOUNCE
YOU'RE GOING
TO BE A WEB-
ONLY
COMPANY.



HAVE YOU MET THE
NEW HEAD REGULATOR
FOR OUR INDUSTRY?



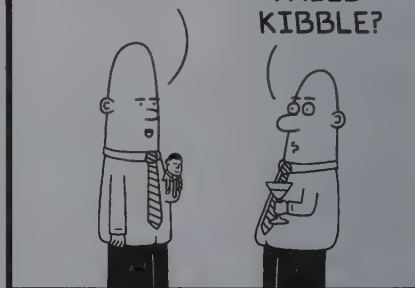
AT FIRST IT WAS
INCONVENIENT TO
FEED HIM.

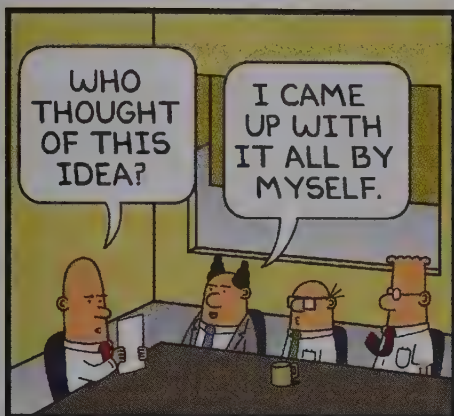


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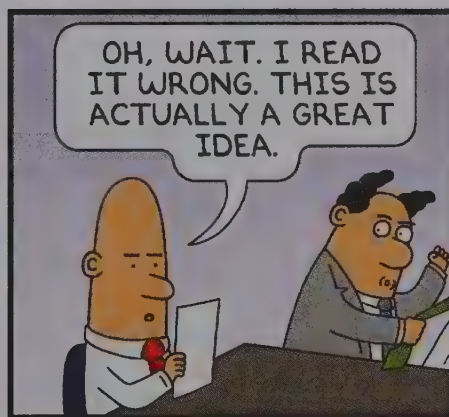
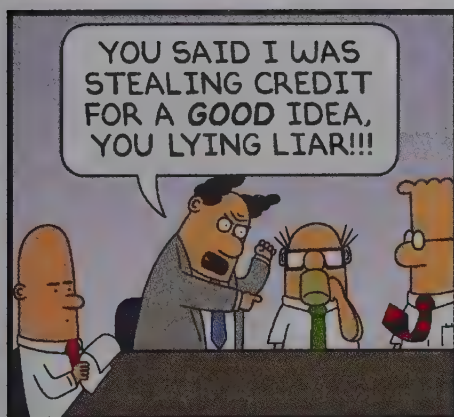
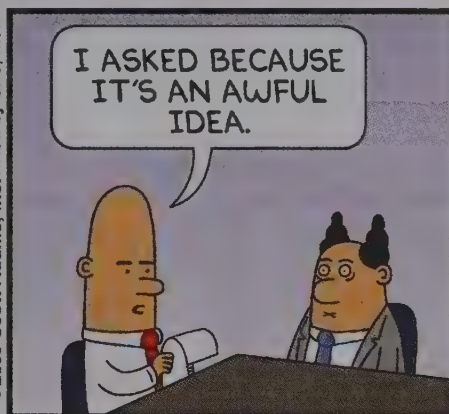
LUCKILY I
STARTED
LACTATING.

HAVE
YOU
TRIED
KIBBLE?

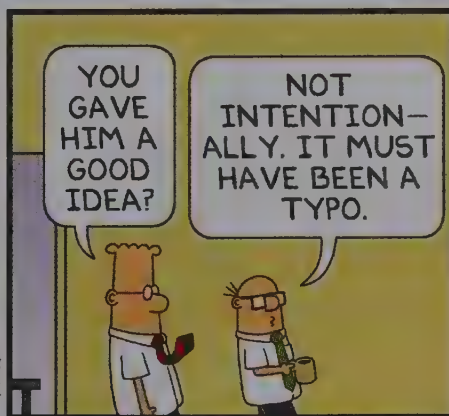


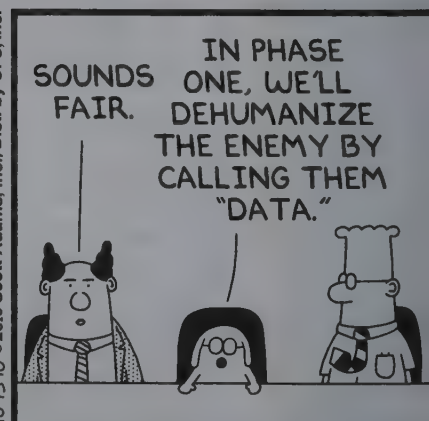
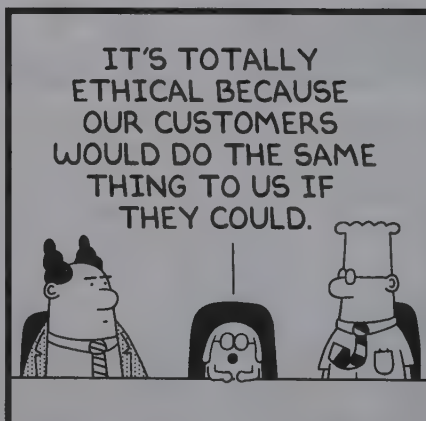
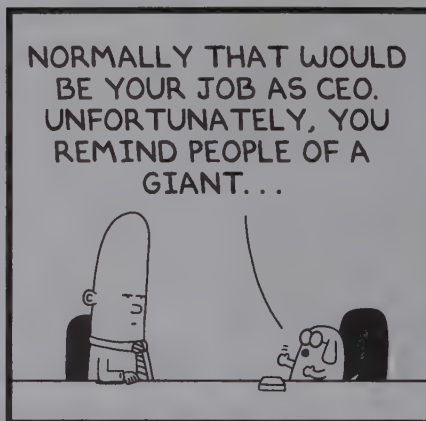
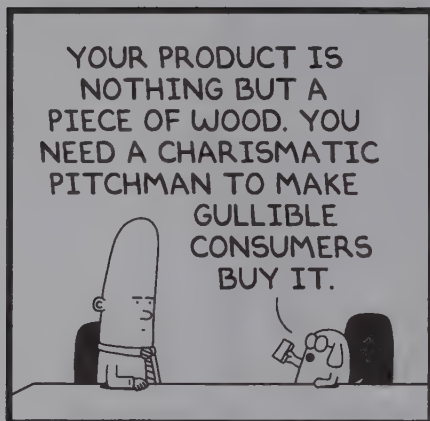


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4-27-08



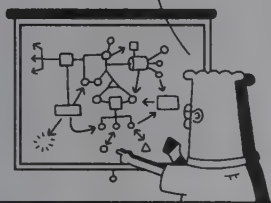


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OUR PROJECT PLAN IS SO COMPLICATED THAT FAILURE IS ASSURED.



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



GO.

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



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



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



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

I HOPE THIS IS A PANIC ATTACK.



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



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



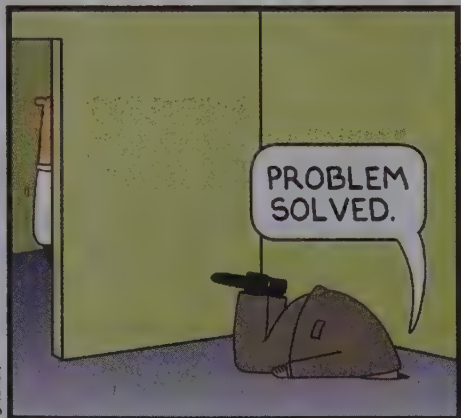
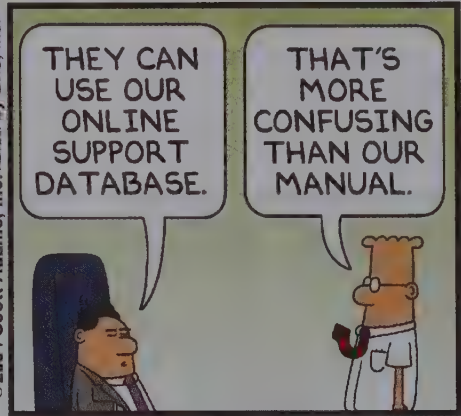
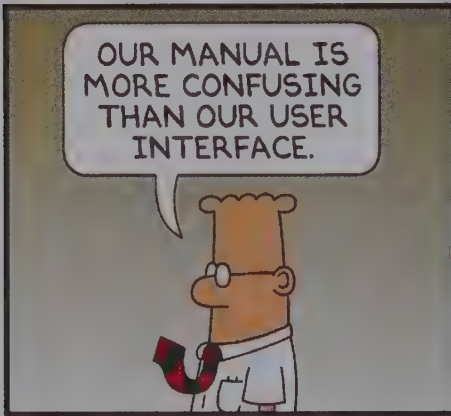
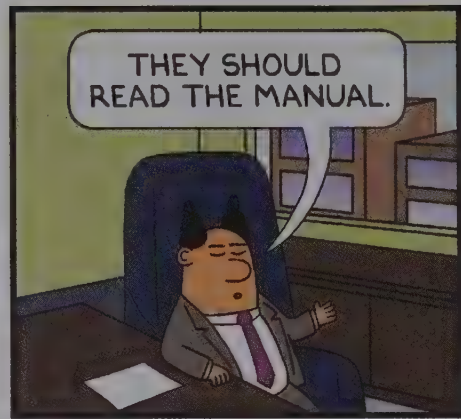
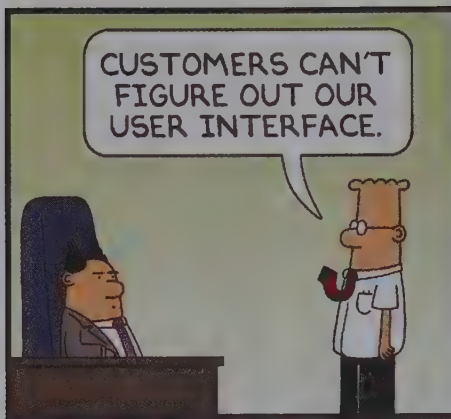
YES, BUT THE WAY I SAID IT DOESN'T MAKE ME THINK OF A BROOMSTICK.



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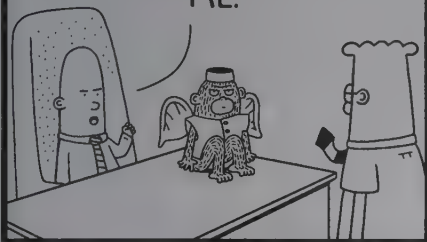
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3-15-09

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

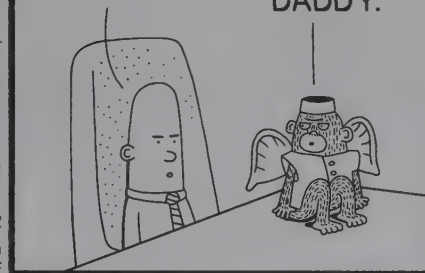


WE DON'T HAVE A SUPREME LEADERSHIP BOARD, AND THIS ISN'T A HEREDITARY DICTATORSHIP.



THAT'S CRAZY TALK.

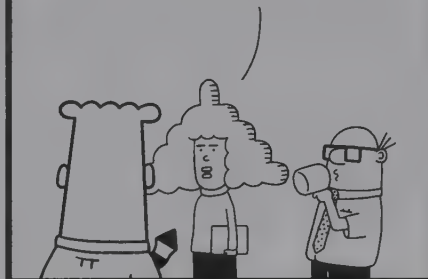
IGNORE HIM, DADDY.



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



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



I FELT SOME-THING MOVE RIGHT HERE.

HO HO! LAST ONE. I'M STUFFED.



OLD JOHANNSEN HAS KEPT HIS JOB ALL OF THESE YEARS BECAUSE NO ONE ELSE HAS HIS CRITICAL KNOWLEDGE.



PSS PSS
PSS PSS
PSS



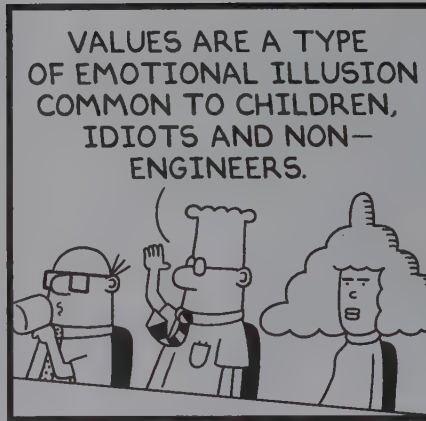
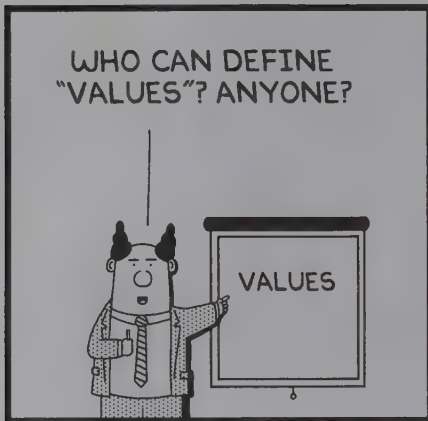
THERE'S THE WORST-CASE SCENARIO RIGHT THERE.



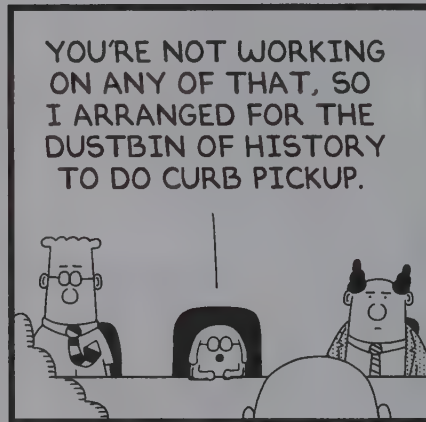
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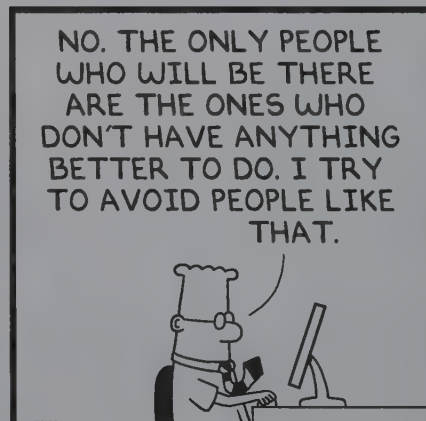
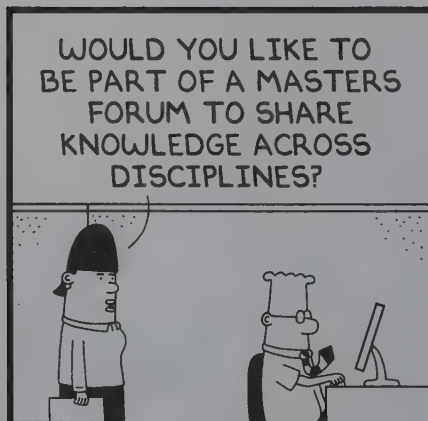
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12-7-10



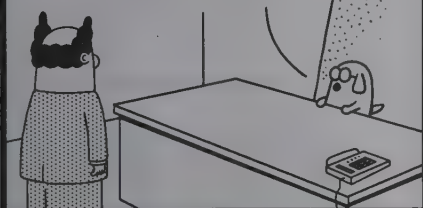
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12-11-10



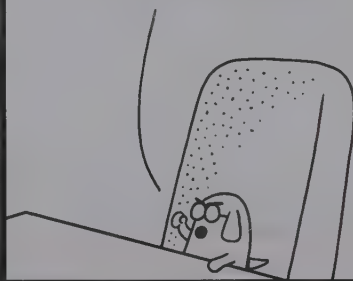
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12-14-10

DOGBERT THE CEO

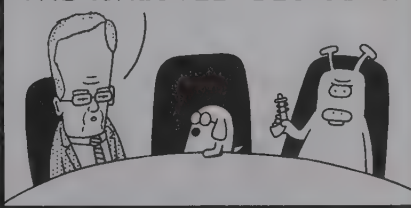
WE NEED ANOTHER
ECONOMIC BUBBLE
TO DRIVE UP OUR
STOCK VALUE.



ASSEMBLE THE
ILLUMINATI!



AS USUAL, I'LL CREATE
THE MEDIA FRENZY,
DOGBERT WILL
MANIPULATE PRICES,
AND IXPU WILL VAPORIZE
THE WHISTLE-BLOWERS.



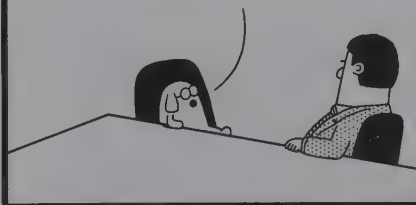
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THE CEO AND THE
SENATOR

IT WOULDN'T BE
LEGAL FOR ME
TO BRIBE YOU.



SO I HIRED YOUR
WIFE AS A CONSULTANT
DESPITE THE FACT THAT
SHE THINKS "PRESENT
VALUE" IS SOME SORT
OF GIFT CARD.

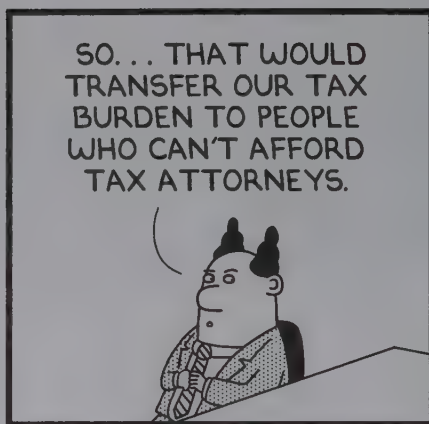
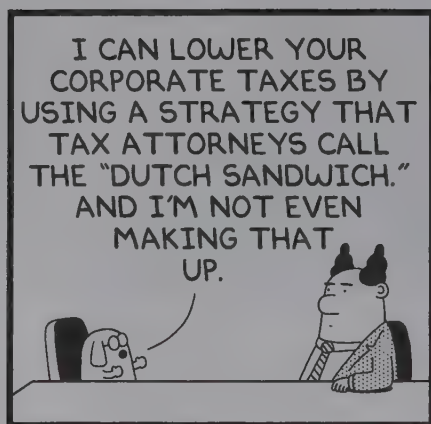


AND I WROTE SOME
LEGISLATION FOR YOU
BECAUSE YOU'RE A LAZY
THIEF.

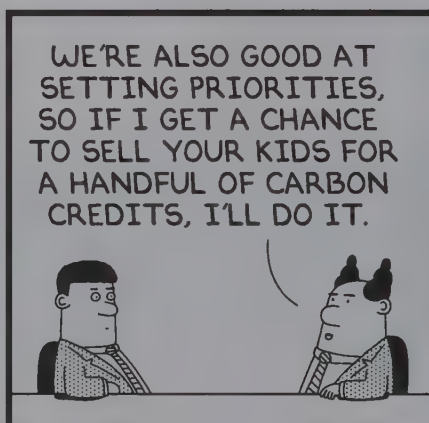
HA HA! LET'S
CALL THAT
"ACCESS."



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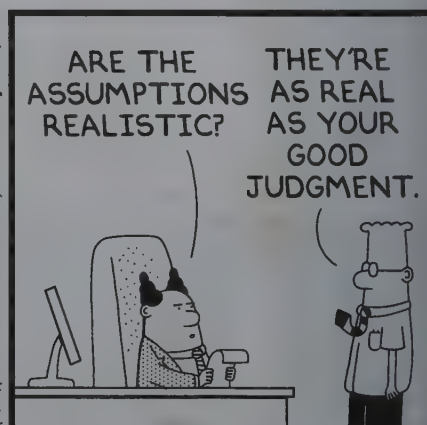
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I'VE DECIDED TO
BECOME MORE OF A
BIG PICTURE GUY.

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

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

SAID THE
IMPLE-
MENTER.

YOUR IDEA HAS
ALREADY BEEN TRIED
BY OTHERS AND IT
FAILED MISERABLY.

WERE THOSE
OTHERS AS SKILLED
AT IMPLEMENTING
IDEAS AS YOU ARE AT
EVALUATING THEM?

OF
COURSE
THEY
WERE!

CAN YOU
TELL HIM
TO STOP
INSULTING
HIMSELF?

HOW'S
EVERY-
THING
GOING?

IT
COULDN'T
BE WORSE.

I WAS THE ONLY
PERSON WHO SAID
THIS PROJECT IS A
BAD IDEA. THEN YOU
ASSIGNED IT TO ME.

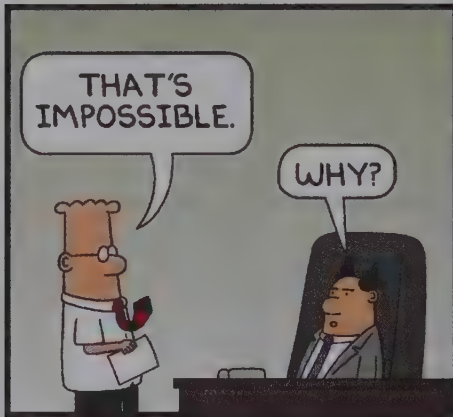
IT'S FUNNIER
WHEN I MAKE
THEM SAY IT.

GRRRR

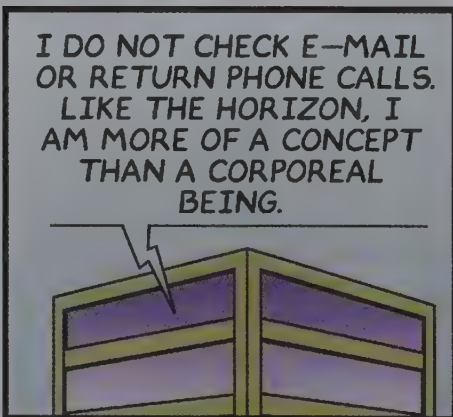
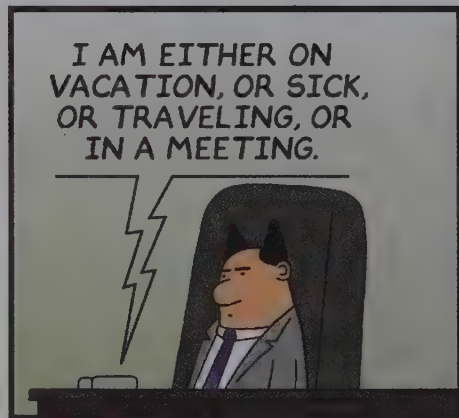
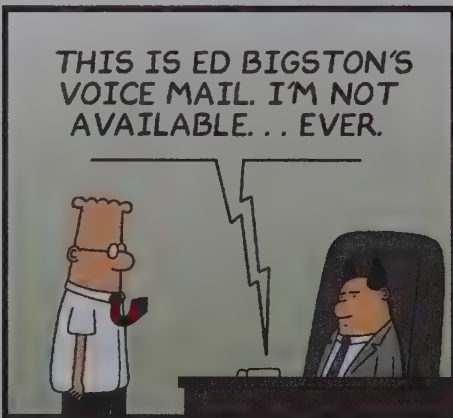
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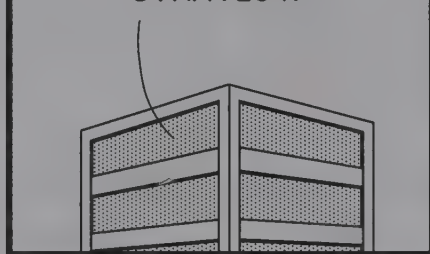


4-509

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



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



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



NICHE
PLAYER?

THE GOVERNMENT
ANNOUNCED TAX
INCENTIVES FOR NEW
CAPITAL INVESTMENTS.



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



IS HE
ALWAYS
LIKE
THIS?

I'LL JUST
DIVERT
RESOURCES
FROM
OUR TOP
PRIORITIES.

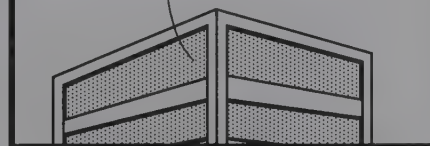


YES.

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



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



IT'S
CALLED
THE
"TRICKLE
DOWN"
THEORY.

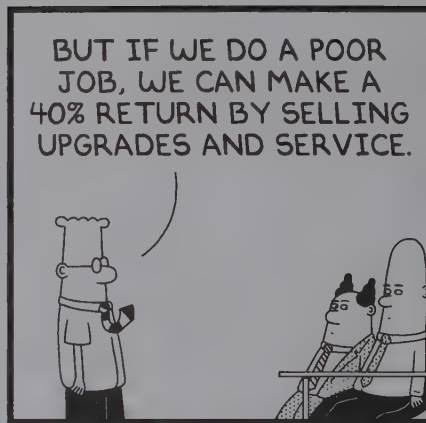
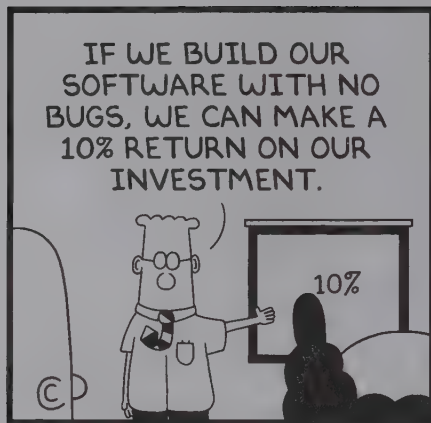
NOT ON
POKER
NIGHT.



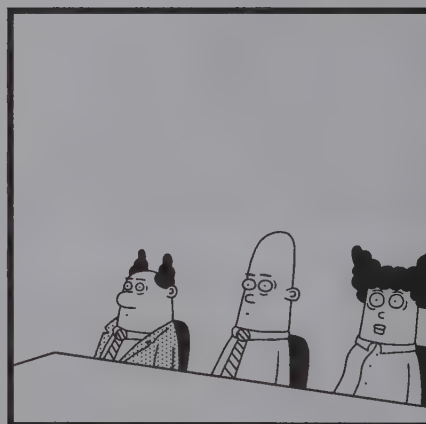
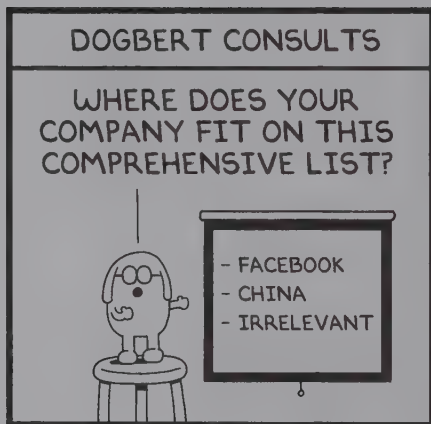
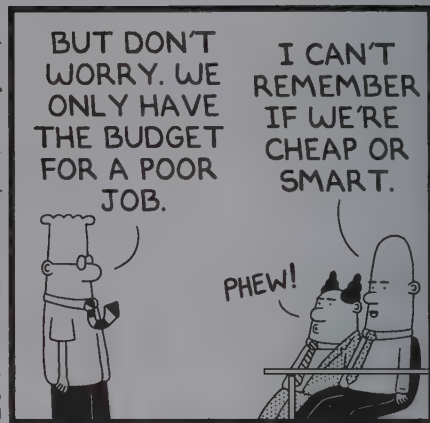
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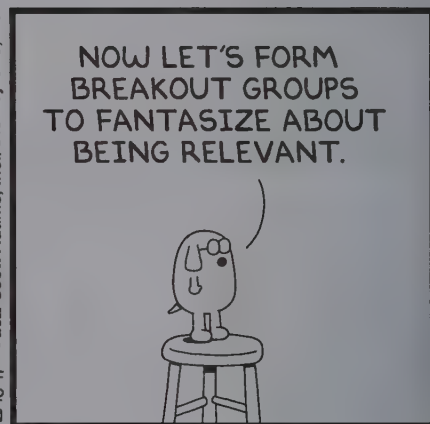
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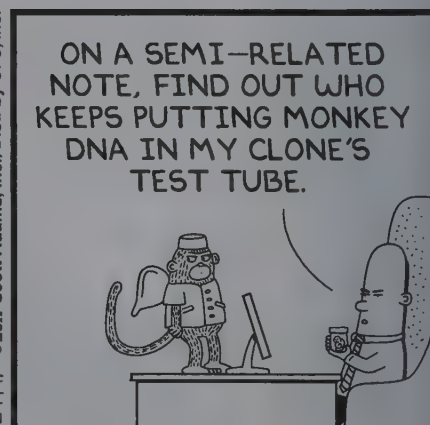
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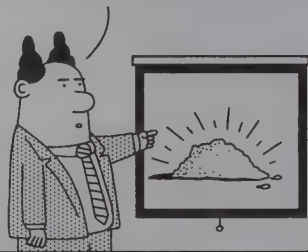




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6-28-09

THE GOVERNMENT IS
NAGGING US TO GET
RID OF OUR DANGEROUS
RADIOACTIVE WASTE.



ON A TOTALLY
DIFFERENT TOPIC,
I'M GIVING EACH OF
YOU A MOTIVATIONAL
PAPERWEIGHT THAT
SAYS, "NICE GOING."



TRY TO AVOID
LICKING THEM.



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SHOULD I CONTINUE
TO MANAGE ISSUES?



OR SHOULD I ALIGN
ORGANIZATIONAL
ACTIVITIES WITH
STAKEHOLDER
EXPECTATIONS?



WHICH
ANSWER
WOULD
CAUSE YOU
TO DO REAL
WORK?

WHAT IS
THIS, A
FARM?



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YOUR COMPETITORS
ARE FASTER BECAUSE
THEY HAVE MEETINGS
WHERE EVERYONE HAS
TO STAND UP.



WE'LL TOP THAT BY
HAVING MEETINGS
WHERE EVERYONE
DOES JUMPING JACKS
WHILE I PELT THEM
WITH OFFICE SUPPLIES.



IT'S
WORKING!

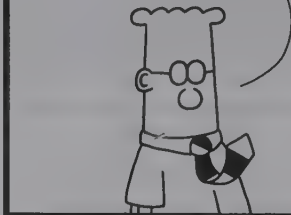


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SO...YOU E-MAILED
OUR CEO AND ASKED
FOR FUNDS TO BUILD A
SOCIAL NETWORK FOR
OUR GLOBAL SUPPLY
CHAIN.



NO ONE WANTS THAT.
BUT IT SOUNDS GOOD,
SO HE MOVED ALL OF
OUR PROJECT FUNDING
TO YOUR DUMB IDEA.



AND...
YOU WILL
PRODUCE
NOTHING.

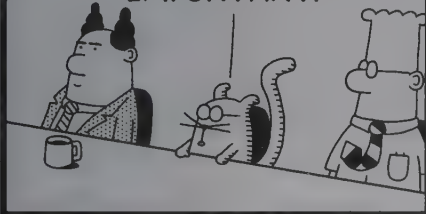


SAID THE
ENGINEER
WITH NO
BUDGET.

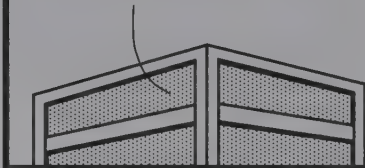


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WE'RE NO LONGER
USING THE TERM
"WORK-LIFE BALANCE"
BECAUSE IT IMPLIES
THAT YOUR LIFE IS
IMPORTANT.



NOW WE CALL
IT "WORK-LIFE
INTEGRATION" SO
IT'S EASIER TO MAKE
YOU WORK WHEN YOU
WOULD PREFER BEING
WITH LOVED ONES.



AND I'D
LIKE TO GIVE A
BIG THANKS
TO THOSE
OF YOU WHO
NEVER HAD
A LIFE.



YOU'RE
WELCOME.



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TO ANSWER YOUR
QUESTION FASTER, I'LL
NEED TO USE THE TWO
HALVES OF MY BRAIN
LIKE DUAL CORE
PROCESSORS.



I'M ONLY
WARNING
YOU BECAUSE
IT MIGHT BE
DISCONCER-
TING TO
WATCH.



HOW
BAD
COULD
IT BE?



WAH-AH-
GEEEE!



MAYBE
YOU CAN
E-MAIL ME
YOUR
ANSWER.



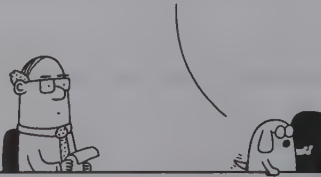
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DOGBERT THE CEO

CONSUMER CONFIDENCE IS UP, AND THAT MEANS MORE PEOPLE WILL BUY OUR PRODUCTS.



I'M OFF TO MAKE RANDOM MANAGEMENT CHANGES SO I CAN TAKE CREDIT FOR THE IMPROVED ECONOMY.



IT'S WORKING?

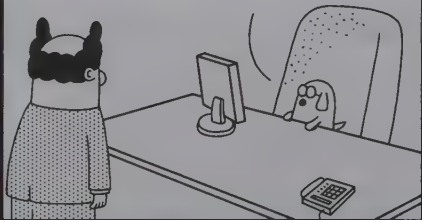
SALES ARE UP!



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DOGBERT THE CEO

I WANT TO WIN A HUMANITARIAN AWARD.

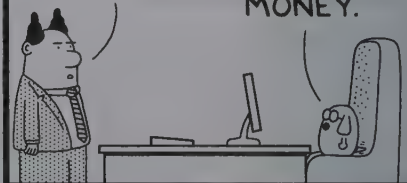


BUT I DON'T WANT TO TOUCH ANYONE WHO IS SICK. OR POOR. OR UNATTRACTIVE.



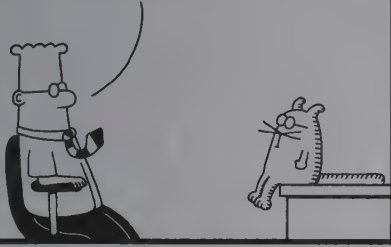
DO YOU WANT TO DONATE YOUR TIME OR YOUR MONEY?

I'M HOPING TO DONATE YOUR TIME AND THE STOCK-HOLDERS' MONEY.

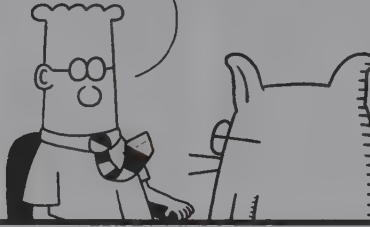


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OUR PRODUCTS ONLY
APPEAL TO PEOPLE WHO
AREN'T GOOD AT
COMPARISON SHOPPING.



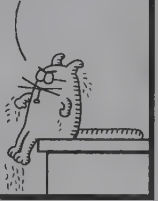
BUT I JUSTIFY IT
BECAUSE OUR
EXISTENCE PREVENTS
COMPETITORS FROM
RAISING PRICES.



AM I
A BAD
PERSON?



I MOLT
A LITTLE
BIT EVERY
TIME YOU
TALK.



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I PLAN TO ADD
SEVEN MORE LAYERS OF
MANAGEMENT BETWEEN
YOU AND ME.



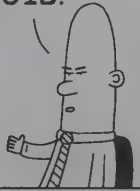
MY GOAL IS TO LEAD
THE COMPANY WITHOUT
KNOWING ANYTHING
ABOUT IT.



THAT
SOUNDS
LIKE A
BAD IDEA.

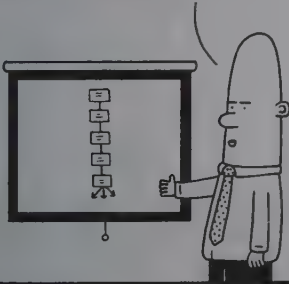


THIS SORT
OF INPUT
IS EXACTLY
WHAT I'M
TRYING TO
AVOID.

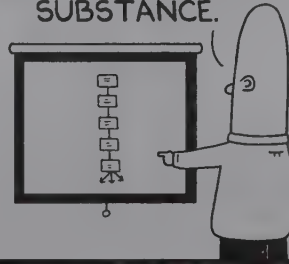


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I'M ADDING A FEW
LAYERS OF MANAGE-
MENT BELOW ME.



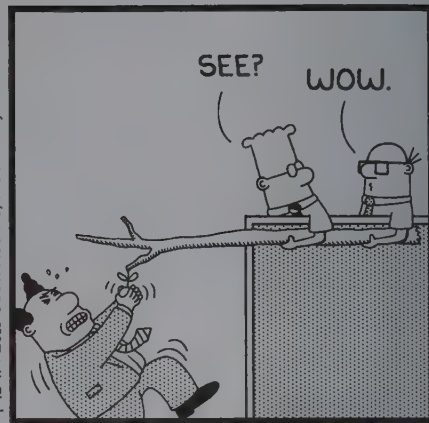
THE NEW LAYERS ARE
VP, AVP, DIRECTOR,
DOLPHIN, INANIMATE
OBJECT, AND CHALKY
SUBSTANCE.



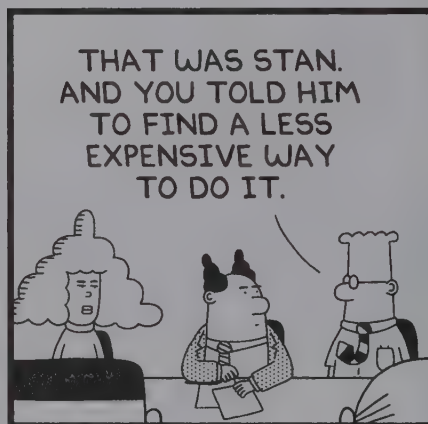
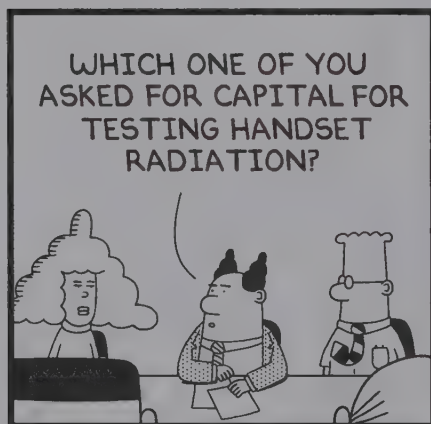
IF YOU HAVE ANY
ISSUES, I ENCOURAGE
YOU TO TALK TO
THE CHALKY
SUBSTANCE.



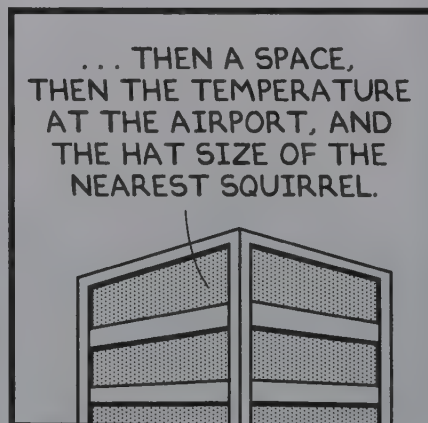
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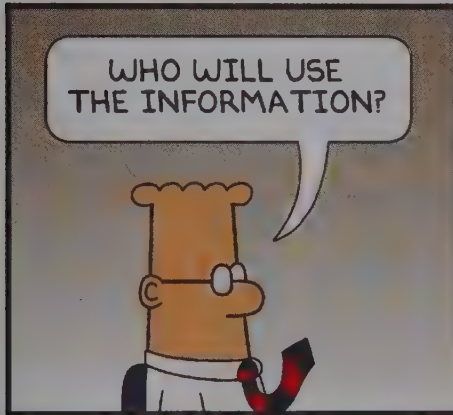
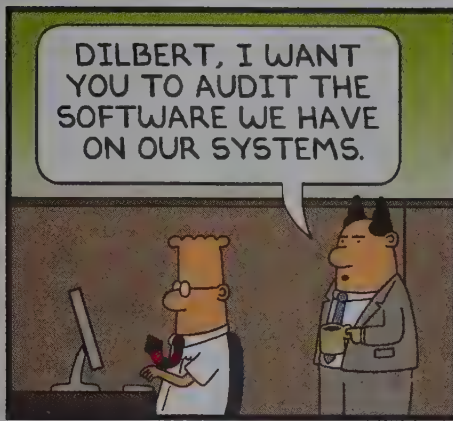
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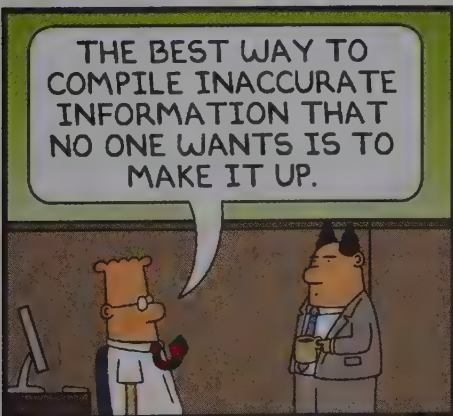
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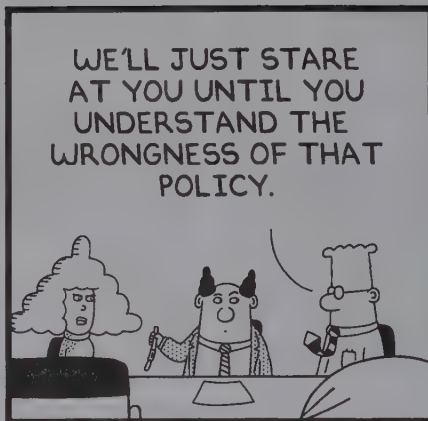
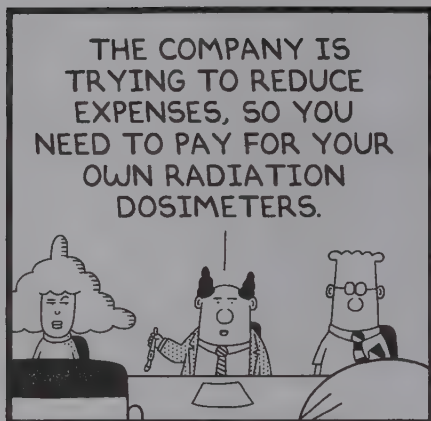


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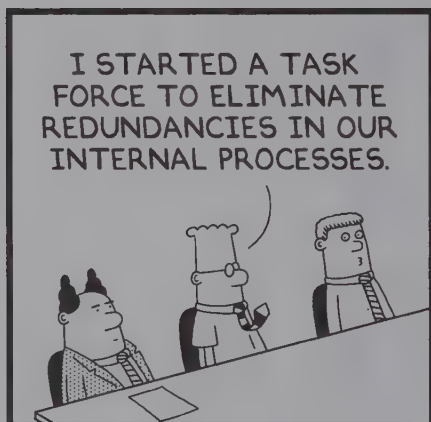


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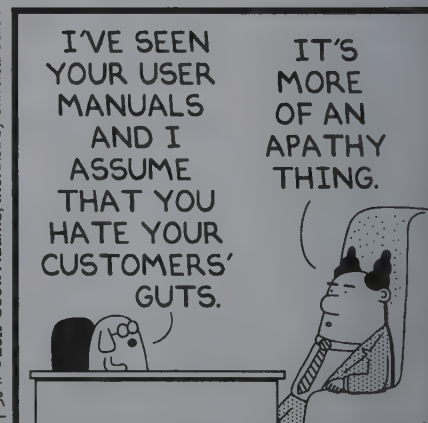
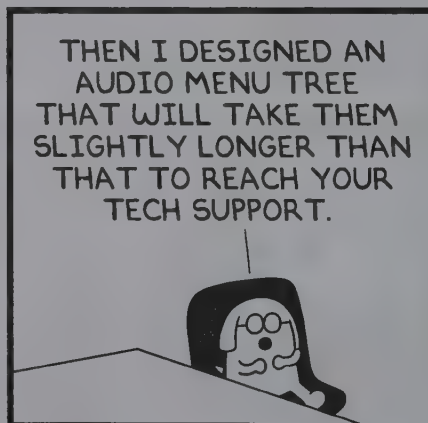
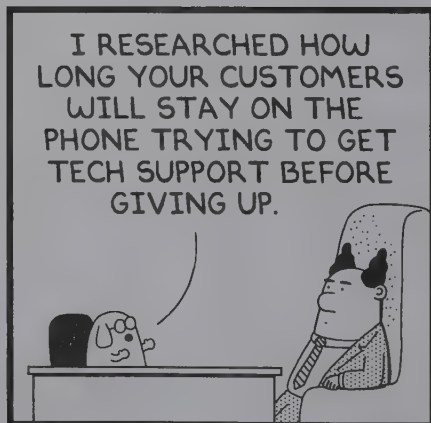




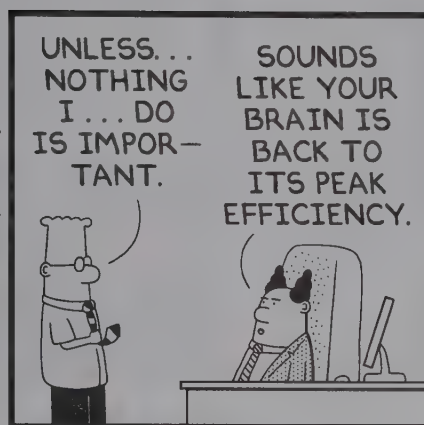
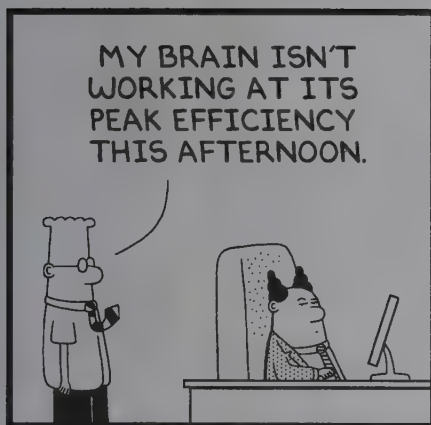
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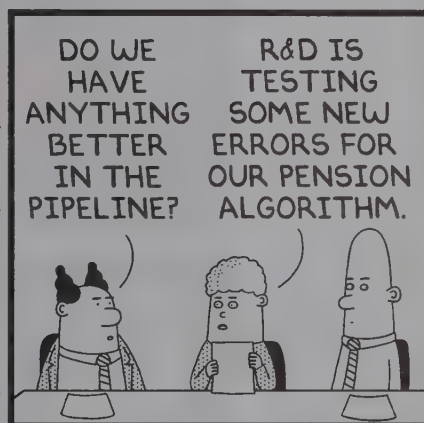
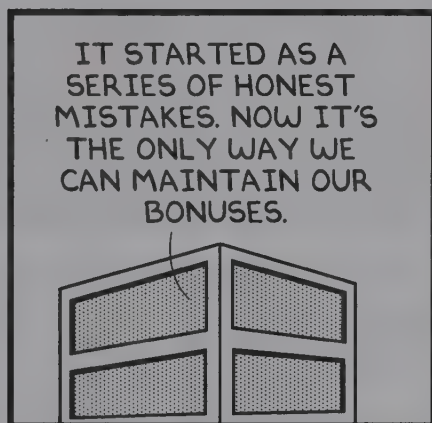
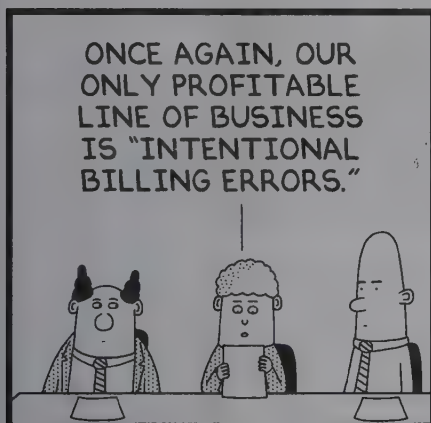
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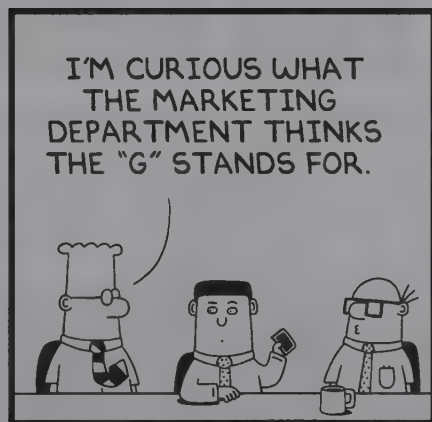
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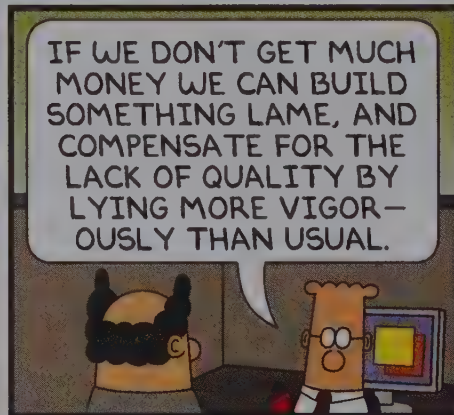
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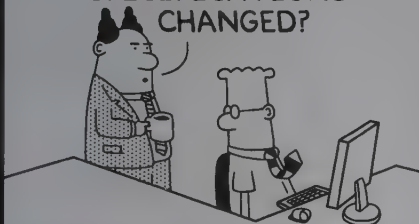
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7-26-09

DID I REMEMBER TO
TELL YOU BEFORE YOU
FINISHED THE CODING
THAT THE USER'S
SPECIFICATIONS
CHANGED?



AAIII-YIII-
YIII-YIII-
YIIIIII!!!!



SO,
NO-ISH?

BAM!
BAM!
BAM!

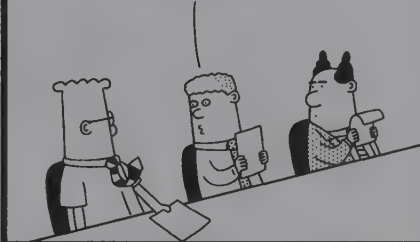


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YOU SCHEDULED THE
END OF THE TEST PHASE
AFTER THE START OF
THE PRODUCTION PHASE.



WE'RE FEELING
CONFIDENT.



IT'S TOO BAD THAT
BEING SMART DOESN'T
COME WITH SOME SORT
OF GOOD FEELING LIKE
THAT.



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HACKERS
GOT
THROUGH
OUR FIRE-
WALL.

LAUNCH
ESCAPE
POD!



TWO QUESTIONS: WHAT
IS A FIREWALL? AND
WHO DESIGNED MY
ESCAPE POD?



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THE COMPANY IS
CONSIDERING MOVING
FROM CUBICLES TO AN
OPEN WORKSPACE
ENVIRONMENT.



GREAT IDEA. CAN WE
ADD SOME CRYING
BABIES AND THE SOUND
OF WATER DRIPPING?



YOU'RE
BEING
STUPID.

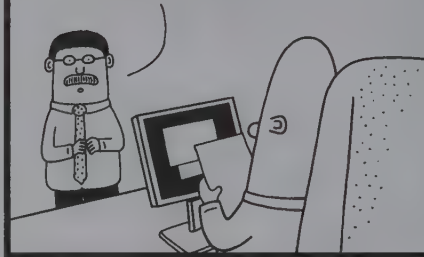
MAYBE I'LL
BE SMARTER
WHEN I HAVE
MORE
DISTRAC-
TIONS.



ACCORDING TO YOUR
ABSURDLY COMPLICATED
FINANCIAL MODEL, WE
CAN DOUBLE REVENUE
BY INCREASING
ABSENTEEISM.



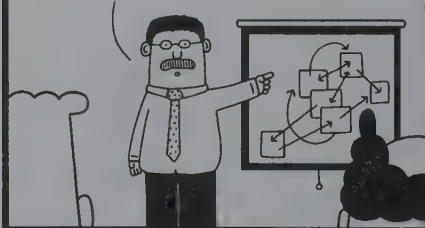
TO BE FAIR, THERE
MIGHT BE AN ERROR
OR TWO IN THE EXCEL
SPREADSHEET.



MAYBE. BUT I THINK
I OWE IT TO OUR
STOCKHOLDERS TO
POISON THE CAFETERIA
JUST TO BE SURE.



MY FINANCIAL MODEL
IN EXCEL IS SO
COMPLICATED THAT I
ASSUME IT'S RIDDLED
WITH FORMULA ERRORS.



BUT THAT'S OKAY
BECAUSE MANAGEMENT
ONLY USES THE RESULTS
WHEN THE FIGURES
SUPPORT THEIR
SCHEMES FOR CAREER
ADVANCEMENT.



UH-OH.
I JUST
REALIZED
THAT MY
LIFE IS
RIDICULOUS.

DO YOU
HAVE
HAND-
OUTS?



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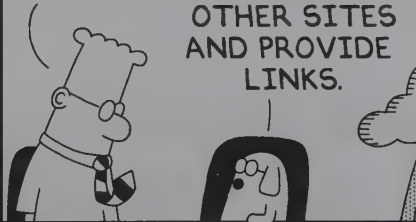
DOGBERT THE CEO

WE'RE GOING INTO THE INTERNET NEWS BUSINESS.



WE'RE HIRING REPORTERS?

NO, WE'LL SUMMARIZE STORIES FROM OTHER SITES AND PROVIDE LINKS.



SO... WE'LL BE PARASITES?

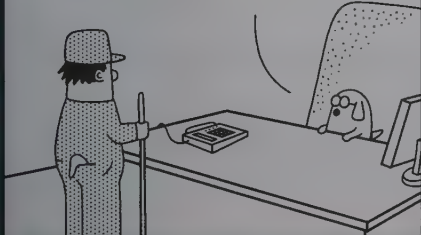
GO BUY A VINYL RECORD, GRANDPA.



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DOGBERT THE CEO

FLOYD, I'M GIVING YOU A C-LEVEL TITLE.

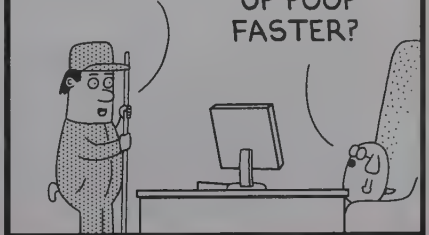


YOU'LL BE THE CHIEF JANITORIAL OFFICER, IN CHARGE OF ALL DIRT, GERMS, DEAD CRITTERS AND PROBLEMATIC EXCRETIONS.

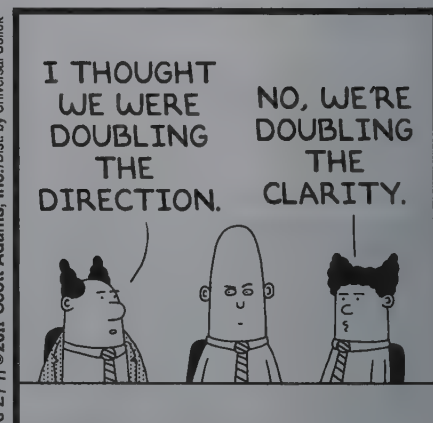
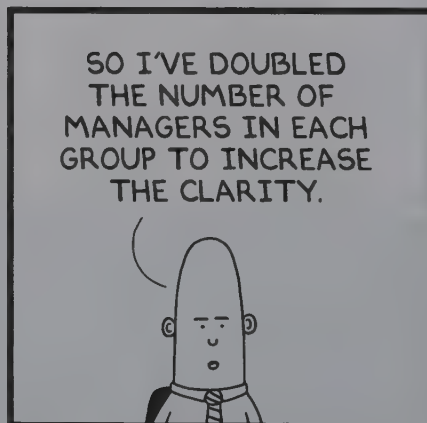
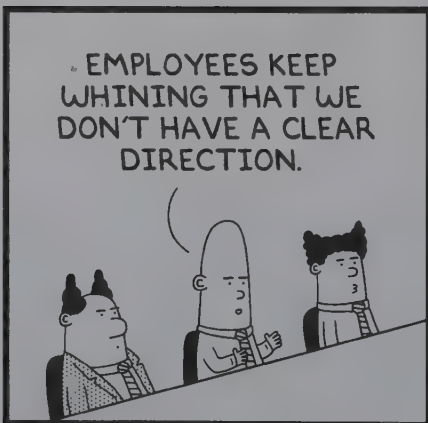
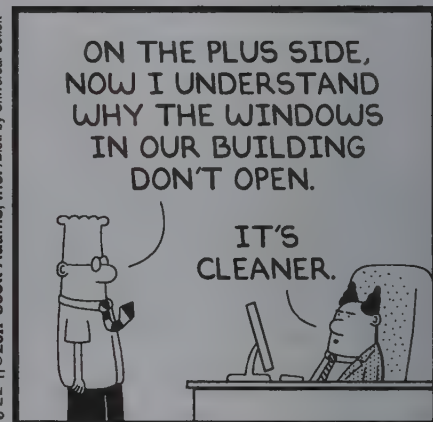
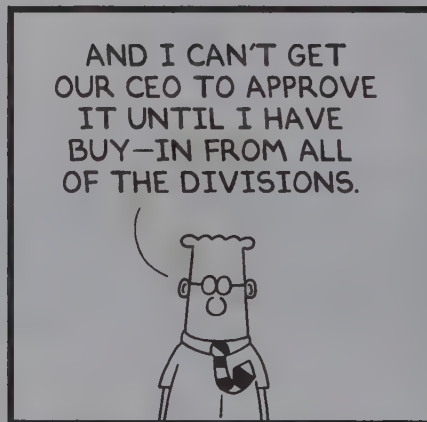
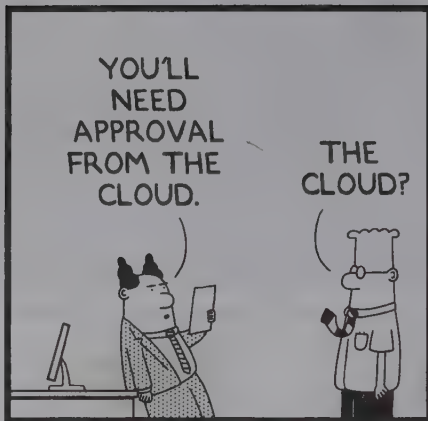


IS IT BECAUSE I'M SO IMPORTANT?

WHAT ANSWER WOULD MAKE YOU CLEAN UP POOP FASTER?



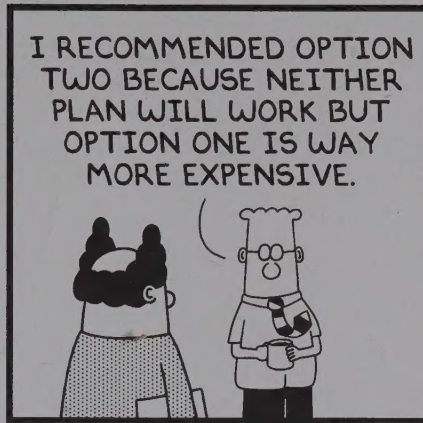
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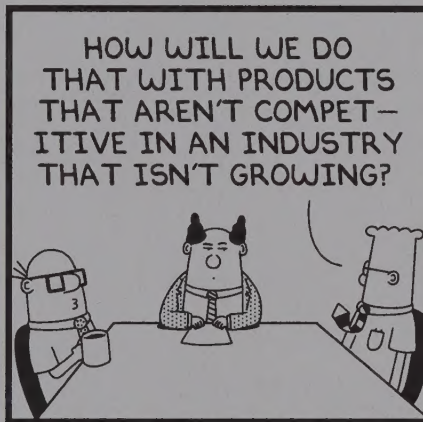
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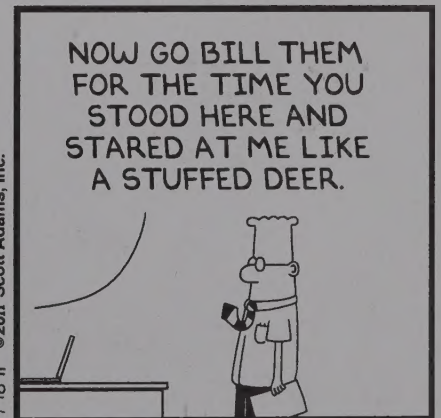
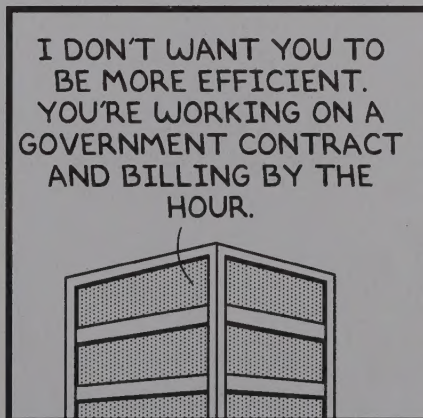
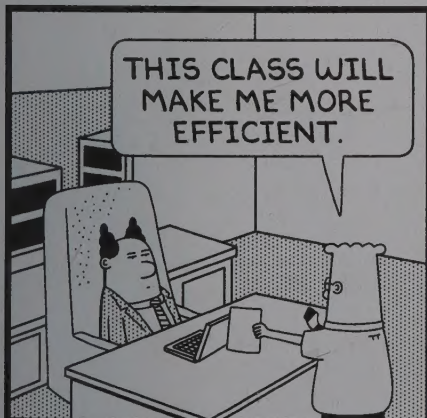
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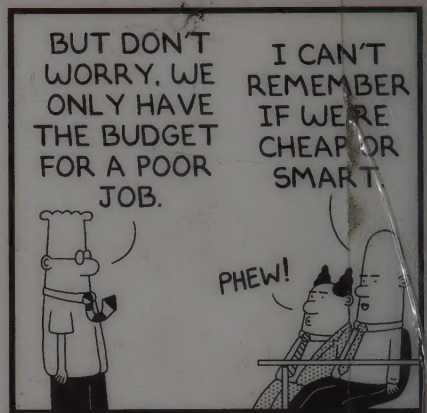
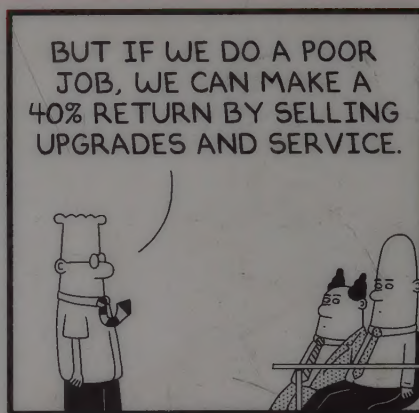
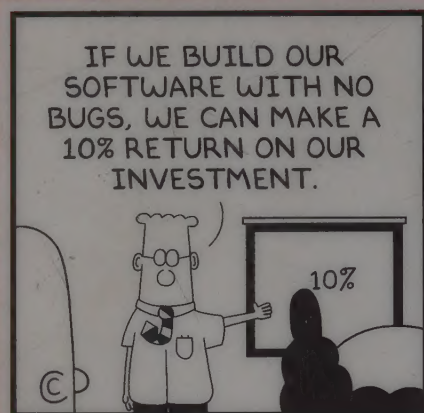


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In **I CAN'T REMEMBER IF WE'RE CHEAP OR SMART**, the truth behind how management really makes decisions and how they affect the underlings is sardonically revealed, à la Dilbert. Like management blithely announcing they've hired a CEO with no experience in the industry because they wanted a CEO who doesn't know what can't be done. Or offering this incredibly effective money-saving tip: When calling long distance, use short words. And of course, trying to motivate, they buy the least expensive (and least productive) motivational poster, which reads: If all else fails . . . your coworkers are edible.

Whether avoiding being eaten by coworkers or angsting over insanely impossible sales goals, meaningless performance objectives, and a mind-numbing cubicle environment, Dilbert and his fellow corporate victims soldier on, providing a humorous release for the great brotherhood of office drones. For more than 20 years, *Dilbert* has connected with the unappreciated, making one and all wonder, "Has Scott Adams bugged our offices?" In *I Can't Remember If We're Cheap or Smart*, Adams once again demonstrates that from the dot-coms through the mortgage bubble burst to the new normal, Dilbert knows that the stuff of work is really funny biz!

Scott Adams put up with clueless management and being an underling himself until *Dilbert* became his ticket out of the cubicle life. He lives in the Bay Area.



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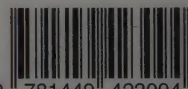
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