



**GO ADD  
VALUE  
SOMEPLACE  
ELSE**

**SCOTT ADAMS**

GO ADD  
VALUE  
SOMEPLACE  
ELSE



by SCOTT ADAMS



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# INTRODUCTION

Thanks to my rare combination of public accessibility and incompetence I get more unsolicited advice than anyone in the galaxy. Apparently if you spend five minutes reading anything I've written you start thinking, this guy needs my help.

I've noticed that when I offer my advice to others I am adding value. But when other people offer advice to me, it comes off as meddling, griping, and missing the point. This supports my hypothesis that other people are the leading cause of bad advice.

The only reliable advice I get is from my dog, Snickers. Three times a day she finds me in my home office and rolls on her back to look irresistible. This is how she advises me that it is time to take a break and rub her belly. I always comply. And not once has that advice turned out to be suboptimal. I feel good every time I pet her and I'm not aware of any projects that were ruined by my dog-rubbing ways.

Compare Snickers' track record to the advice you get from your coworkers who are, in your opinion, little more than sentient saddlebags full of spoiled baloney. The dog wins every time. Am I right?

The best advice you can offer is the type that has two potential outcomes: Either the advisee will succeed and you can claim the success as your own, or the advice ends up killing the advisee and any witnesses. Either way you end up looking like the smart one.

The worst kind of advice is the type that lends itself to measurement. You don't want to advise someone that getting a lawyer to review a document will only take a week because anyone with a calendar will eventually figure out that it took seven months.

You want to give the sort of advice that defies measurement. For example, if someone asks your opinion on a proposed company logo, say something like, "The blue needs to be bluer." And never offer a reason because that just opens you up to attack.

My advice today is that you should read this book because it will make you more attractive in ways that are impossible to measure. But in the interest of full disclosure, the other possibility is that you'll discover how much your job is like Dilbert's and cry yourself into an early grave.

I would write more but Snickers just advised me that I need to take a break.

Thank you for reading *Dilbert*.



Scott Adams

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HERE'S MY CARD.  
LET ME KNOW IF I  
CAN BE OF FURTHER  
ASSISTANCE.



YOUR PHONE NUMBER  
IS MISSING A DIGIT  
AND YOUR EMAIL  
ADDRESS DOESN'T  
HAVE AN @ SYMBOL.



I DIDN'T SAY  
IT WOULD BE  
EASY.



WALLY, ARE YOU  
ALMOST DONE WITH  
YOUR PART OF THE  
PROJECT?



I WORK BEST UNDER  
PRESSURE, SO I WAIT  
UNTIL THE DEADLINE  
IS ALMOST HERE.



WHAT IF  
SOMETHING  
MORE IMPOR-  
TANT COMES  
UP AND YOU  
DON'T HAVE  
TIME?

THAT'S  
THE  
CORNER-  
STONE  
OF MY  
SYSTEM.



WOULD YOU BE  
MY MENTOR?



IT'S BETTER FOR ME  
IF NONE OF MY UNDER-  
LINGS ARE QUALIFIED  
TO TAKE MY JOB.



I THINK  
YOU JUST  
TAUGHT  
ME SOME-  
THING.



GAAA!!!  
I HATE  
IT WHEN  
I DO  
THAT!



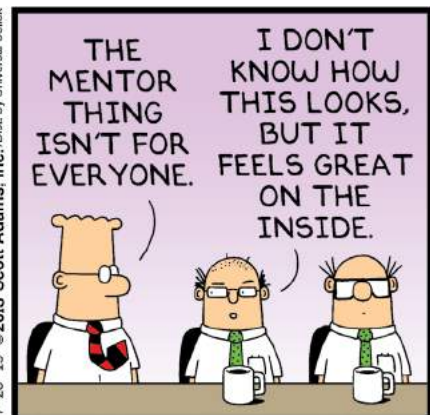
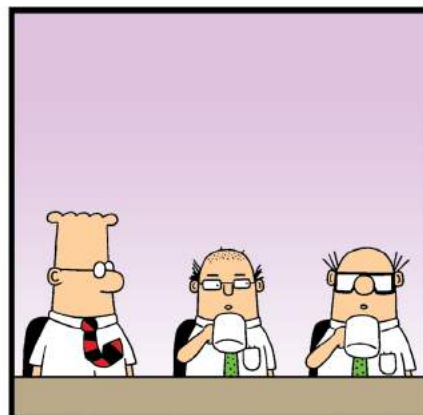
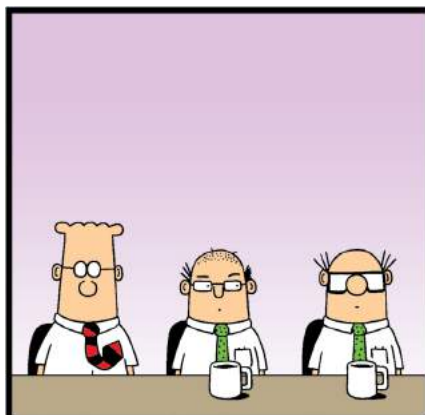




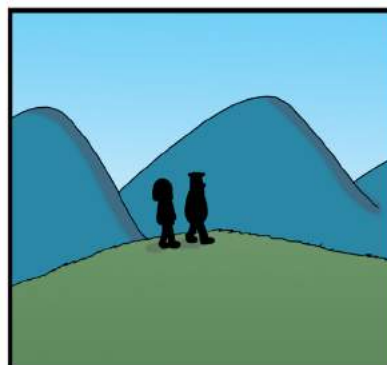
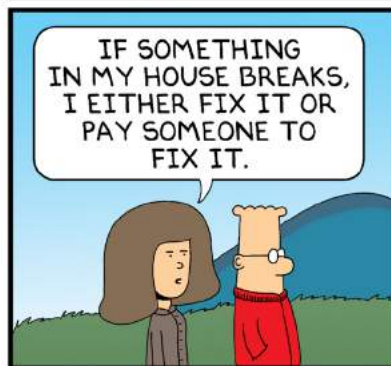
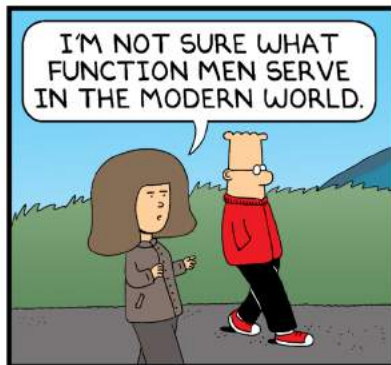
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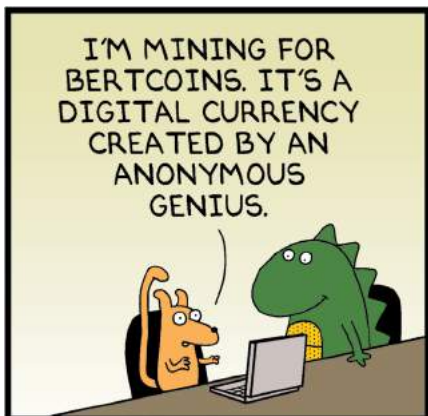
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YOU'RE THE FIRST  
EMPLOYEE IN COMPANY  
HISTORY TO FAIL THE  
ONLINE ETHICS COURSE.



I PROTEST THE  
GRADING SYSTEM!  
ETHICS ARE SUB-  
JECTIVE. THERE ARE  
NO RIGHT ANSWERS!



YOU SAID  
YOU WOULD  
KILL A CO-  
WORKER  
IF YOU  
KNEW YOU  
WOULDN'T  
GET CAUGHT.



IT WAS  
HARD TO  
KNOW WHAT  
ANSWER  
THEY WERE  
LOOKING  
FOR.

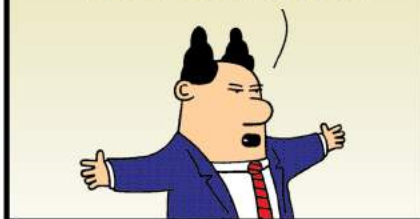


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YOU FAILED THE ONLINE  
ETHICS COURSE FOR THE  
THIRD TIME.



YOU CAN'T BE AN  
ENGINEER FOR THIS  
COMPANY IF YOU  
HAVE NO GRASP OF  
BUSINESS ETHICS.



YOU LEAVE ME NO  
CHOICE. I'M PUTTING  
YOU ON THE MANAGE-  
MENT FAST TRACK.

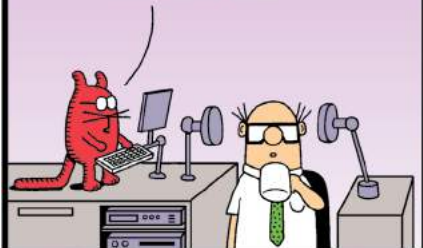


HUH.



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YOUR BRAIN SCAN  
SHOWS TREMENDOUS  
MANAGEMENT  
POTENTIAL.



THE PART OF YOUR  
BRAIN THAT WOULD  
NORMALLY CONTROL  
ETHICS IS FILLED  
WITH SOME SORT OF  
WARM, BROWN  
LIQUID.



IT APPEARS THAT YOU  
SPEED-EVOLVED PART  
OF YOUR BRAIN INTO  
A COFFEE RESERVOIR.

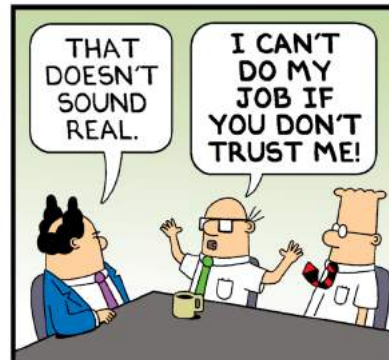
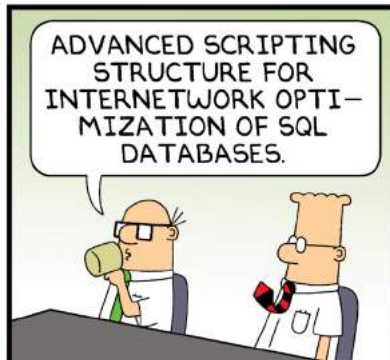
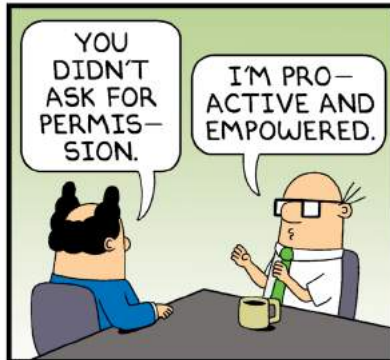
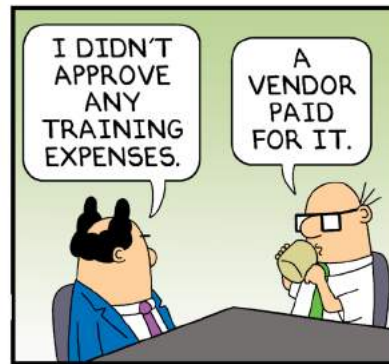


PEOPLE THINK  
I DON'T HAVE  
A PLAN.



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YOUR FIRST TEST  
ON THE MANAGEMENT  
FAST TRACK INVOLVES  
RESCUING A PLASTIC  
BABY AND A BAG OF  
MONEY FROM A WEASEL.



YOU MUST PUNCH THE  
WEASEL THEN CATCH  
THE MONEY AND THE  
BABY BEFORE THEY  
REACH THE GROUND.



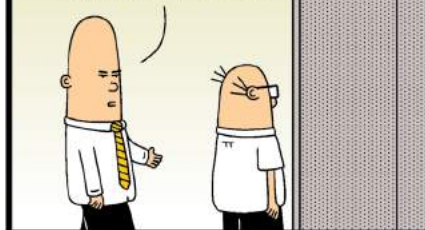
I FOUND  
OUR NEXT  
CEO.

WAIT ...  
SAY THOSE  
INSTRUC-  
TIONS  
AGAIN.

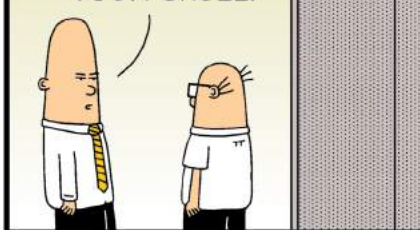


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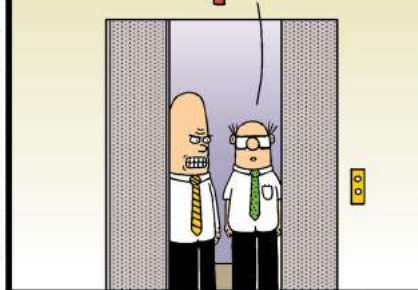
HERE'S THE  
HOTSHOT THAT  
EVERYONE SAYS  
WILL SOMEDAY  
TAKE MY JOB.



I'M GOING TO MENTOR  
YOU SO HARD YOUR  
INTESTINES WILL  
END UP IN  
YOUR SKULL.



I JUST FIGURED OUT  
WHY PEOPLE USE THE  
STAIRS.



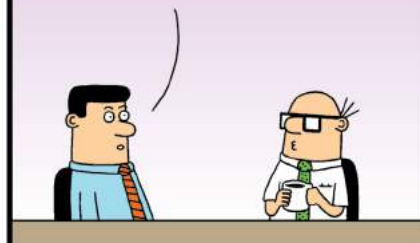
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CAN YOU  
ATTEND  
OUR  
TUESDAY  
MEETING?

I'LL  
TELECON-  
FERENCE.



THAT WILL MAKE ME  
WONDER IF YOU CALLED  
IN, PUT YOUR PHONE ON  
MUTE, AND TOOK A NAP.



WE USELESS  
PEOPLE CALL THAT  
WEASELABLE DOUBT.



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ACCORDING TO THE  
EMPLOYEE SURVEY,  
98% OF YOU HAVE  
NO CONFIDENCE IN  
MANAGEMENT.



REST ASSURED,  
MANAGEMENT WILL  
MAKE SURE WE NEVER  
AGAIN GET SUCH A  
LOW SCORE.



CANCEL ALL FUTURE  
EMPLOYEE SURVEYS.



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YOU DIDN'T RESPOND  
TO MY EMAIL, MY TEXT  
MESSAGE, MY VOICE  
MAIL, AND THE NOTE I  
LEFT ON YOUR DESK.



DO YOU KNOW WHAT  
THEY CALL HUMANS  
WHO FAIL THE TURING  
TEST?



THE  
WHAT?

COMPARED TO  
YOU, HIGH  
ACHIEVERS.



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PRODUCTIVITY WENT  
DOWN WHEN WE MOVED  
THE ENGINEERS FROM  
PRIVATE OFFICES TO  
CUBICLES.



PRODUCTIVITY WENT  
DOWN AGAIN WHEN  
WE TRIED THE OPEN  
OFFICE PLAN.

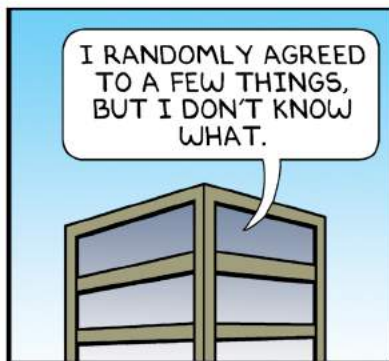


HAVE  
WE TRIED  
PUTTING  
ALL OF  
THEM IN  
ONE CLOWN  
CAR?

NO, BUT I  
DON'T SEE  
WHY THAT  
WOULDN'T  
WORK.



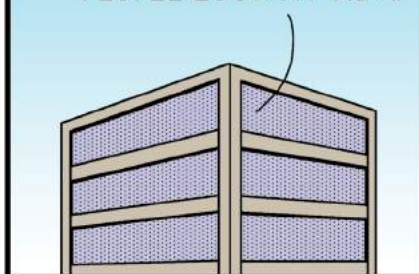
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WHEN OUR CEO VISITS,  
DON'T ASK HIM ANY  
QUESTIONS. HE HATES  
QUESTIONS.



AND DON'T STARE.  
HE HATES IT WHEN  
PEOPLE LOOK AT HIM.



MAY WE  
BREATHE  
THE AIR  
ON HIS  
PLANET?

ONLY  
THE STUFF  
HE EXHALES.



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ARE YOU  
MARRIED?

I DON'T  
HAVE A  
WIFE, BUT  
I DO HAVE  
WIFI.



I FIND THAT IT MEETS  
ALL OF MY SOCIAL AND  
INTELLECTUAL NEEDS.



DO YOU  
MISS THE  
WARMTH  
OF HUMAN  
CONTACT?

NEVER  
TRIED IT.  
—  
SOUNDS  
PROBLEM-  
ATIC.



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DO YOU THINK  
SUCCESS IS MOSTLY  
A FUNCTION OF YOUR  
GENETIC MAKEUP OR  
YOUR UPBRINGING?



MY MOM RAISED ME  
BY PUTTING A WARM  
THERMOS OF COFFEE IN  
MY CRIB AND GOING  
OUT FOR THE DAY. AND  
I TURNED OUT GREAT.



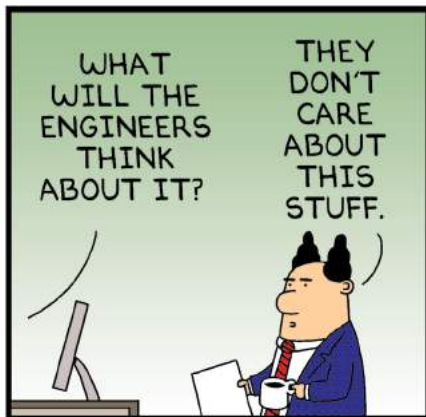
I HAVE NO  
FOLLOW-UP  
QUESTIONS,  
IN CASE YOU  
WONDERED.

I'M NOT  
THE  
CURIOUS  
TYPE.

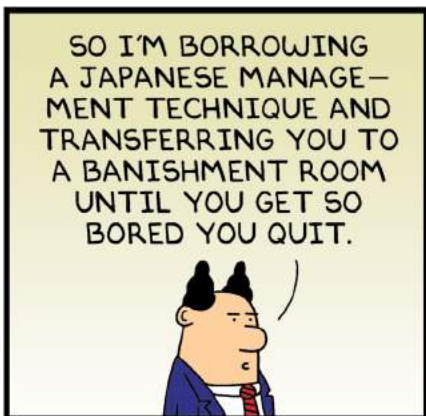


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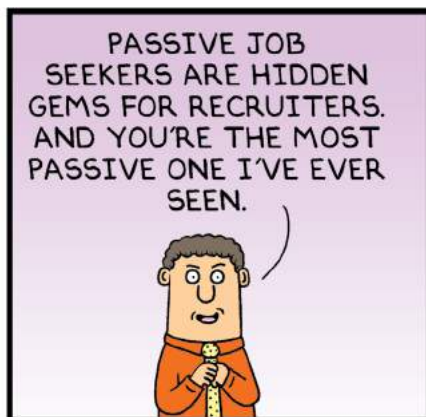




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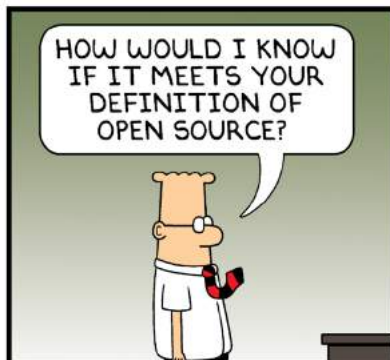
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DilbertCartoonist@gmail.com



8-11-13



## RECRUITERS

HEY, IS THAT A  
PASSIVE JOB  
SEEKER?

ZZZZZ

BACK OFF! I  
SAW HIM FIRST.  
THIS ROPE HOLDS  
MY PLACE UNTIL  
HE WAKES UP.

ZZZZZ

I WILL PAY YOU  
A THOUSAND DOLLARS  
TO DROP A LONG STRAW  
IN THIS CUP.

THE GOVERNMENT  
WANTS ACCESS  
TO OUR CUSTOMER  
RECORDS SO THEY  
CAN LOOK FOR  
TERRORISTS.

FINE.  
NO PROB-  
LEM.

THEY ALSO  
WANT YOU  
TO GET A  
COLONOSCOPY  
AND SEND  
THEM THE  
VIDEO.

REALLY?

I'M GOING  
TO SAY  
YES.

DILBERT SAYS THE  
GOVERNMENT WANTS  
ME TO FILM MY COLON-  
OSCOPY AND GIVE THEM  
THE VIDEO SO THEY  
CAN CHECK FOR  
TERRORISTS.

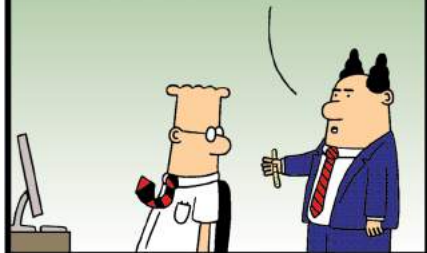
THAT MAKES PERFECT  
SENSE. TERRORISTS  
COME IN ALL SIZES  
AND THEY LIKE TO HIDE IN  
CAVES.

IT SEEMS  
LIKE A  
VIOLATION  
OF MY  
PRIVACY.

WHOSE  
SIDE  
ARE YOU  
ON?

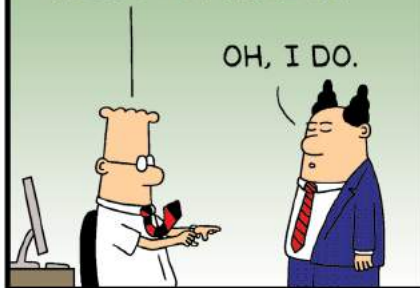


WEAR THIS BIOSENSOR  
SO MANAGEMENT CAN  
MONITOR YOUR HEALTH  
DURING THE DAY.



WOW. I DIDN'T KNOW  
YOU CARED SO MUCH  
ABOUT MY HEALTH.

OH, I DO.



EMPLOYEE 479  
DOESN'T HAVE SHALLOW  
BREATHING. YOU CAN  
GIVE THAT ONE SOME  
MORE WORK.



I HEARD YOU GOT  
BOOED OFF THE  
MANAGEMENT  
FAST TRACK.

YEAH.



I FELL ASLEEP DURING  
THE SMALL ANIMAL  
SNUFF FILM AND FAILED  
THE SOCIOPATH MODULE.



THAT  
SEEMS  
HARSH.

I OFFERED  
TO PUNCH A  
SQUIRREL,  
BUT THEY  
DON'T ALLOW  
EXTRA  
CREDIT.



CAROL, I  
CONSIDER  
YOU FAMILY.

GREAT.



YOU'RE LUMPING ME  
IN WITH A BUNCH OF  
MISFITS, MORONS,  
AND DRUNKS. GET OUT  
OF MY SIGHT, CREEP.



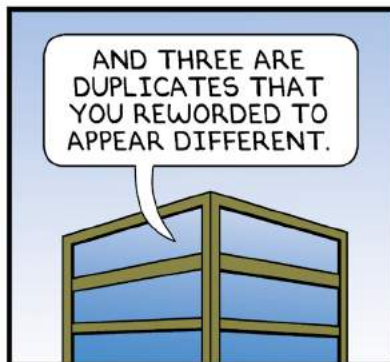
JUST  
LIKE  
HOME.

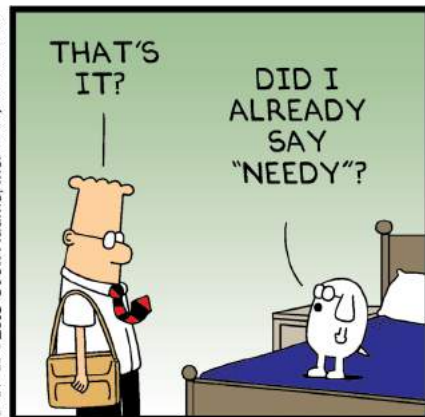
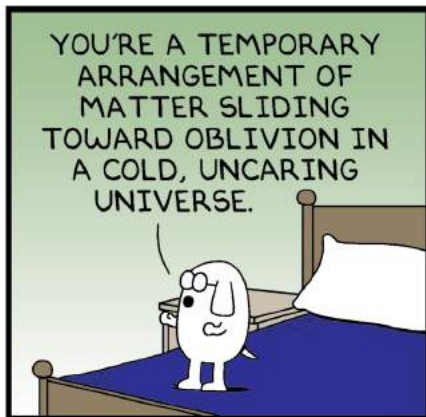
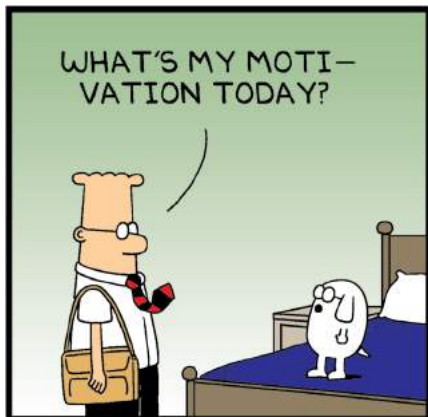


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DEAR WALLY,  
YOU HAVE BEEN  
NOMINATED FOR AN  
ACADEMY AWARD...



... FOR YOUR CONVINC-  
ING PORTRAYAL OF AN  
EMPLOYEE WHO DOES  
ACTUAL WORK.



DO YOU  
THINK  
YOU'LL  
WIN?

IT'S A  
DISHONOR  
JUST TO BE  
NOMINATED.

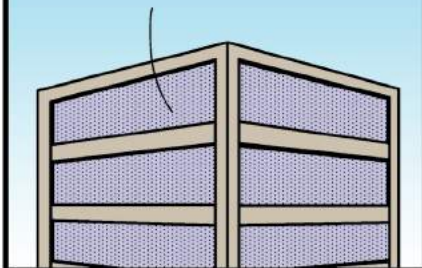


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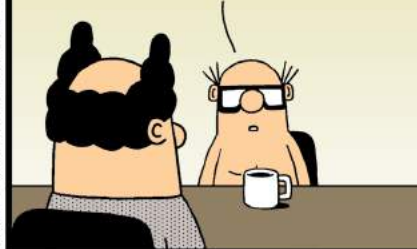
WHEN I SAID YOU  
SHOULD DRESS FOR THE  
JOB YOU WANT, NOT  
THE JOB YOU HAVE...



I SHOULDN'T HAVE  
NEEDED TO BE MORE  
SPECIFIC THAN THAT.



YOU HAVE A WAY OF  
MAKING EVERYTHING  
SOUND LIKE IT'S MY  
FAULT.



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I AM MORDAC, THE  
PREVENTER OF INFOR-  
MATION SERVICES, AND  
I AM IMMORTAL!

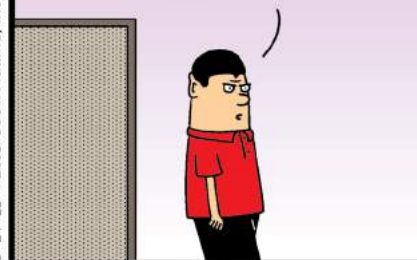


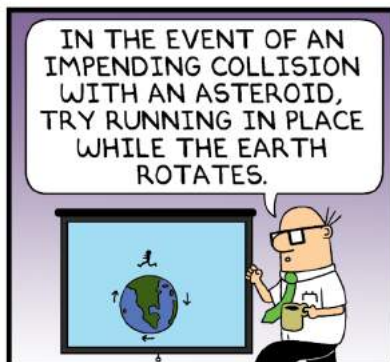
ACTUALLY, IN A FEW  
YEARS YOUR FUNCTION  
WILL BE EITHER  
DISTRIBUTED ACROSS  
EXISTING ORGANIZA-  
TIONS OR OUTSOURCED.



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WELL, THAT  
WAS A TOTAL  
BUZZKILL.







IT'S THE NEW GUY'S  
FIRST DAY AND HE'S  
CALLING IN SICK.



HIS MESSAGE SAYS HE  
WAS PUTTING ON  
HIS SHIRT AND GOT  
HIS HEAD CAUGHT IN  
AN ARM HOLE.



GOOD  
HIRE.

I HAD  
THAT SAME  
PROBLEM  
WITH MY  
PANTS.



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HOW'D YOU GET  
THE BLACK EYE?



I WAS PULLING UP  
MY BLANKET IN BED.  
MY HAND SLIPPED AND  
I PUNCHED MYSELF IN  
THE FACE.



OKAY, LET'S MAKE  
SOME BILLION-DOLLAR  
TECHNOLOGY DECISIONS.



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I WON'T GIVE MY  
OPINION BECAUSE I  
DON'T WANT TO  
INFLUENCE YOUR  
RECOMMENDATION.



GOOD IDEA. MY  
WELL-INFORMED MIND  
IS SO EASILY SWAYED  
BY YOUR CHARISMATIC  
IGNORANCE.



THAT'S NOT  
WHAT I'M  
SAYING.

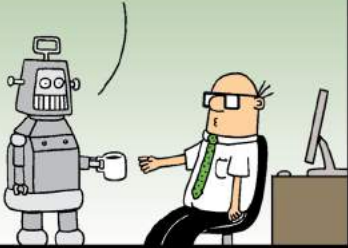
THEN  
WHO DID  
I HEAR?



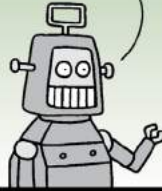
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HERE IS YOUR  
COFFEE, AS  
REQUESTED.



SOME GUY TRIED TO  
TAKE THE LAST CUP  
SO I STRANGLING HIM  
AND PUT HIS REMAINS  
DOWN THE GARBAGE  
DISPOSAL.

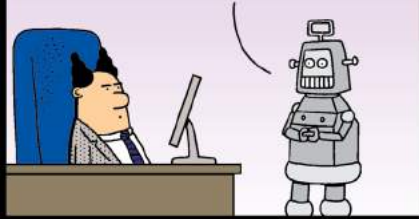


IT'S WEIRD HOW  
THAT MAKES THE  
COFFEE TASTE SO  
MUCH BETTER.



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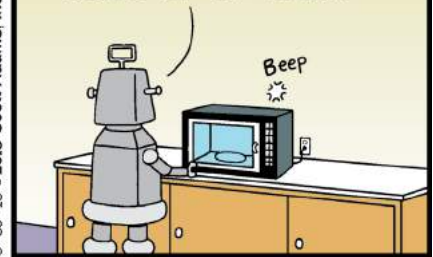
YOU KEEP GIVING  
ME TRIVIAL ASSIGN-  
MENTS THAT MAKE  
ME DOUBT MY SELF-  
WORTH.



CHILL OUT.  
YOU DON'T HEAR  
THE MICROWAVE  
WHINING ALL DAY  
LONG.



HE DOESN'T KNOW  
THAT THE MACHINE  
WORD FOR "PLEASE  
KILL ME" IS "BEEP."



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I NEED A BUDGET  
ESTIMATE FOR YOUR  
PROJECT.

ONE BILLION  
DOLLARS.



THAT  
DOESN'T  
SOUND  
REASON-  
ABLE.

I'LL SHOUT  
NUMBERS  
AND YOU  
CAN STOP ME  
WHEN ONE  
SOUNDS  
REASONABLE.

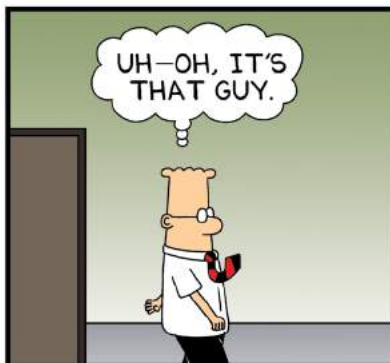


PLEASE  
STOP  
BEING  
YOU.

ELEVEN!



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I PUT YOUR BUDGET  
ESTIMATES INTO A  
SPREADSHEET AS YOU  
ASKED.



A WELL-FERTILIZED  
SHRUB SPROUTED  
OUT OF MY IPAD.



WHAT  
DOES  
THIS  
MEAN?

THAT'S HOW  
YOU KNOW  
THE BUDGET  
IS DONE.



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ALICE,  
DO YOU  
HAVE  
A...

**GAAA!!!**



MY DAY HAS BEEN  
ONE INTERRUPTION  
AFTER ANOTHER!



YOU MADE  
MY SPHINCTER  
EAT MY  
UNDERPANTS!

YEAH,  
I DO  
THAT  
NOW.

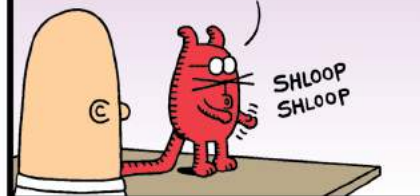


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THE BIG TECH FIRMS  
SAY THEY NO LONGER  
CARE ABOUT HIRING  
PEOPLE WHO HAVE  
PRESTIGIOUS DEGREES.



OBVIOUSLY, THEY'RE  
TRYING TO SUCKER THE  
REST OF US INTO HIRING  
IDIOTS WHILE THEY  
VACUUM UP THE PEOPLE  
FROM TOP SCHOOLS.



SHLOOP  
SHLOOP

WE  
NEED  
TO GET  
IN ON  
THIS.

WE COULD SAY  
WE GET GOOD  
RESULTS BY  
HIRING ACCUSED  
MURDERERS  
WHO ARE OUT  
ON BAIL.



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I DON'T NEED TO  
SEE YOUR RÉSUMÉ.  
THAT'S THE OLD WAY  
OF HIRING.



NOW WE USE DATA  
FROM THE INTERNET  
TO SEE WHAT YOU'VE  
BEEN UP TO LATELY.

EW.



I'LL  
SHOW  
MYSELF  
OUT.

YOU'LL  
UNDERSTAND  
IF I DON'T  
SHAKE YOUR  
HAND.



WE LOST ALL OF OUR  
COMPANY DATA AND  
OUR BACKUPS, TOO.



SO I HACKED INTO OUR  
GOVERNMENT'S SECRET  
DATABASE WHERE THEY  
KEEP RECORDS OF EVERY-  
THING WE SAY OR DO  
AND GOT IT ALL BACK.



I FEEL  
AS IF I  
SHOULD  
BE DOING  
SOMETHING  
NOW.

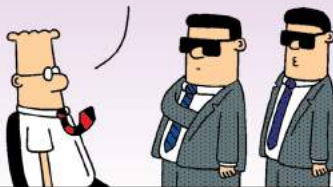
NAH.  
EVERY-  
THING IS  
WORKING  
FINE.



YOU HACKED INTO A  
GOVERNMENT DATA-  
BASE AND STOLE  
SENSITIVE INFORMA-  
TION.

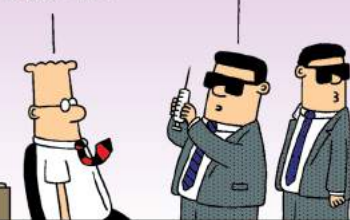


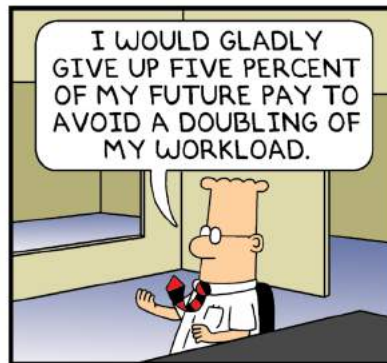
TECHNICALLY, IT WAS  
MY COMPANY'S INFOR-  
MATION THAT YOUR  
SPY SOFTWARE STOLE  
FIRST. I WAS JUST  
STEALING IT BACK.



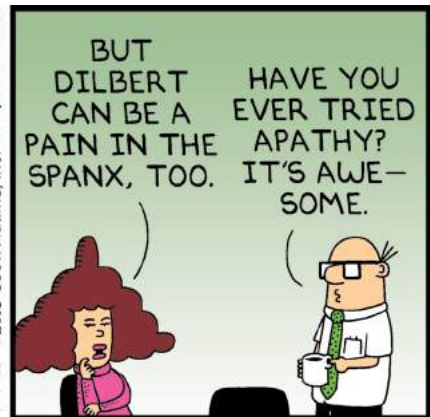
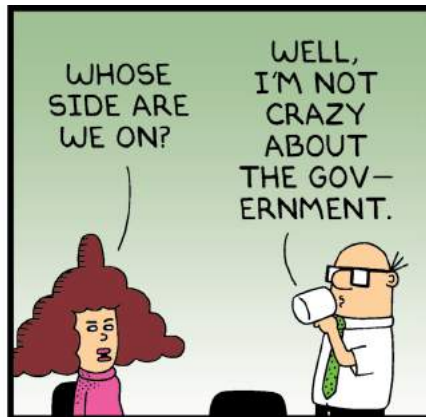
SO  
WE'RE  
GOOD  
HERE,  
RIGHT?

YEAH,  
THAT'S  
HOW IT  
WORKS.





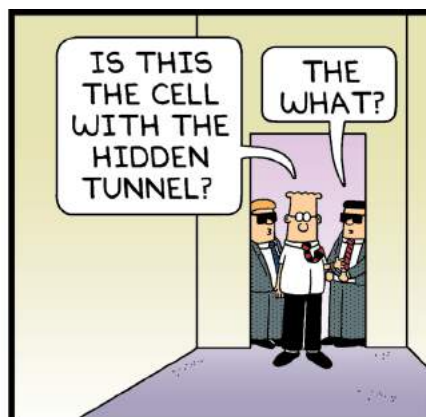
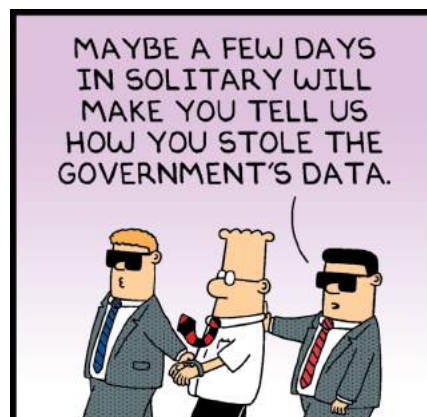




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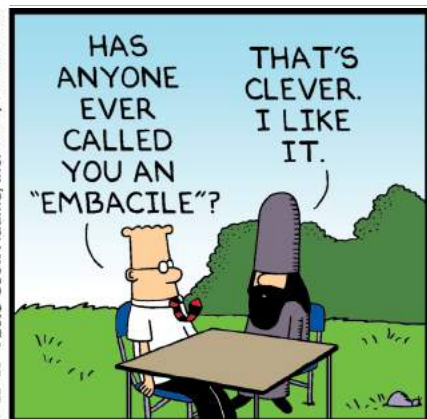
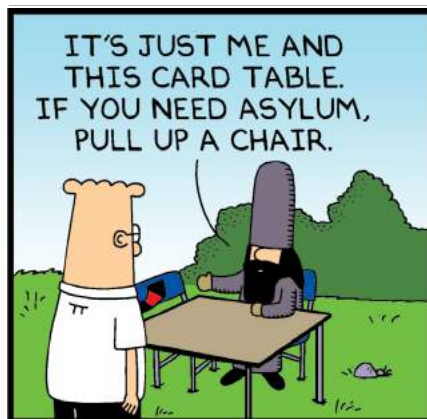


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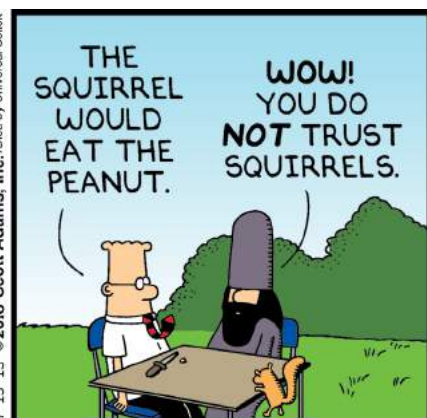
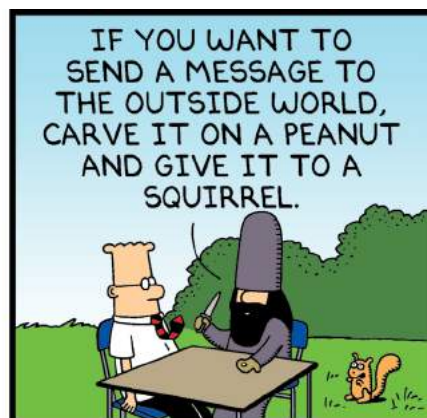
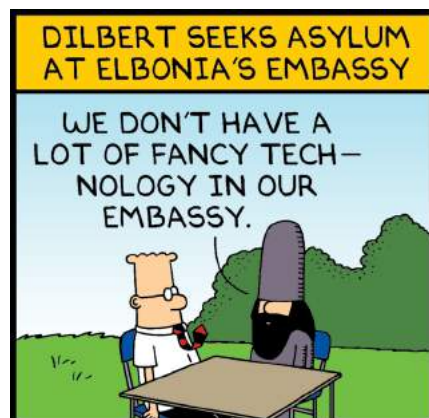


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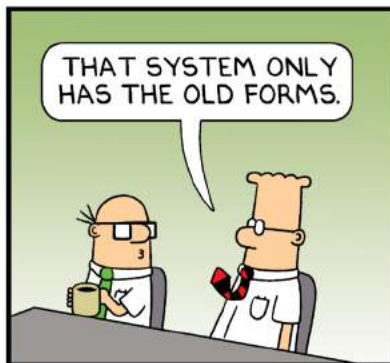
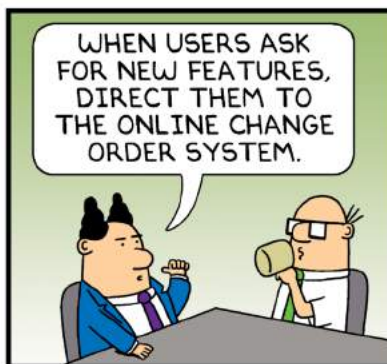
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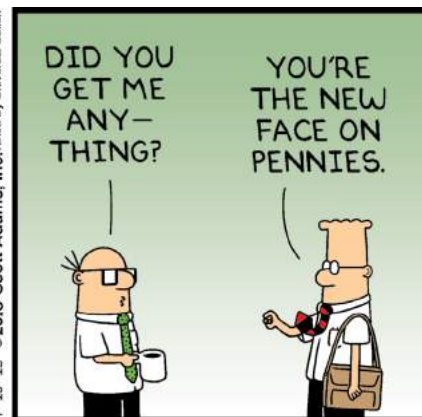
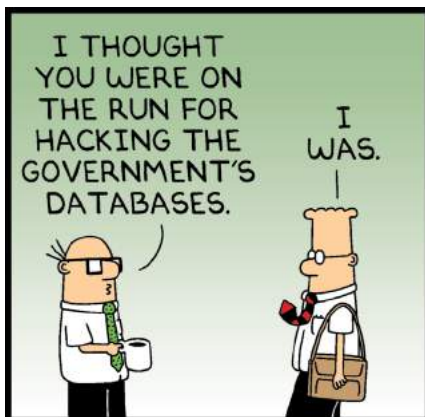
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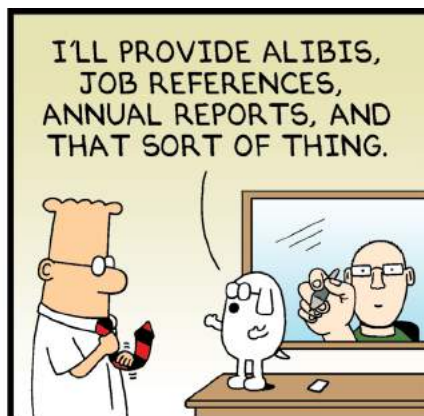
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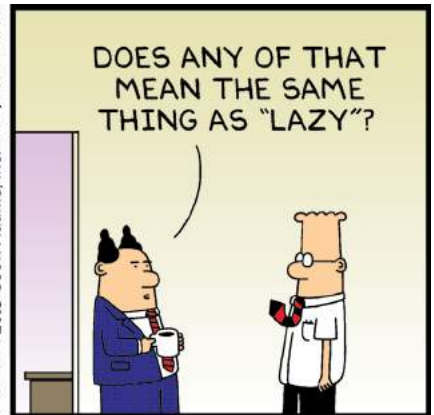
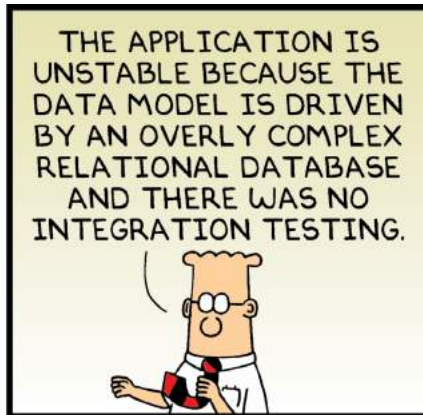


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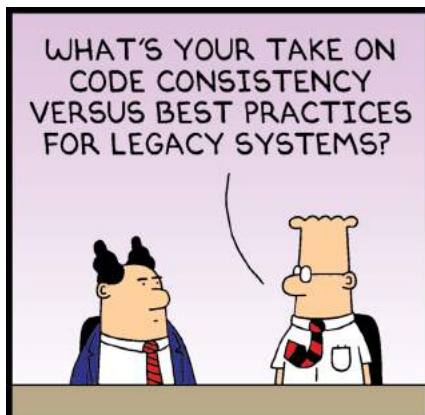




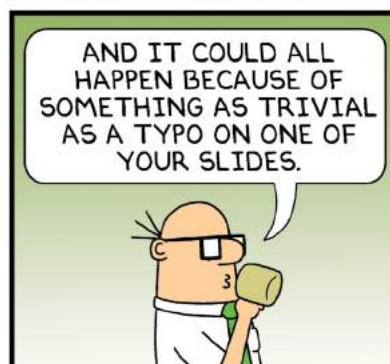
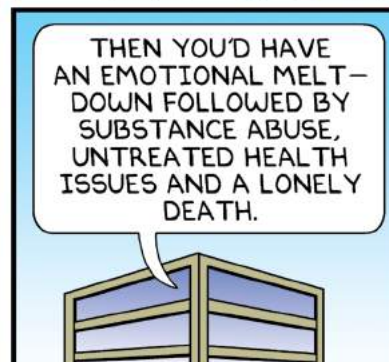
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OUR CORPORATE  
STRUCTURE IS SO  
COMPLICATED THAT  
I HAVE NO IDEA  
WHERE OUR MONEY  
EVEN COMES FROM.



I THINK IT COMES  
FROM DERIVATIVES  
OR OFFSHORE ACCOUNTS  
OR MAYBE GOODWILL.



OR  
MAYBE  
CUSTOMERS  
GIVE US  
MONEY.



I HOPE  
NOT. I  
DON'T  
LIKE TO  
FEEL  
BEHOLDEN.



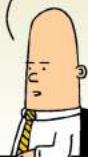
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### DOGBERT THE EXECUTIVE COACH

THE ROI FOR  
EXECUTIVE  
COACHING  
IS 9,000%.



WOW!  
THAT'S  
A LOT!



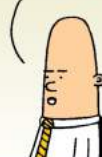
BUT I NEED A COACH  
WHO WON'T ASK ME  
TO DO ANYTHING  
DIFFERENTLY.



I WASN'T  
PLANNING  
TO SHOW  
UP FOR OUR  
MEETINGS.



PERFECT.  
HOW MUCH  
DO I OWE  
YOU FOR  
TODAY?



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### EXECUTIVE COACHING

RESEARCH SHOWS THAT  
CEOs ARE MORE LIKELY  
TO BE PSYCHOPATHS.



OBVIOUSLY, BEING A  
PSYCHOPATH WORKS.  
DON'T LET ANYONE  
TELL YOU DIFFERENT.



HOW'S  
YOUR  
GRANDIOSE  
SENSE OF  
SELF-  
WORTH?

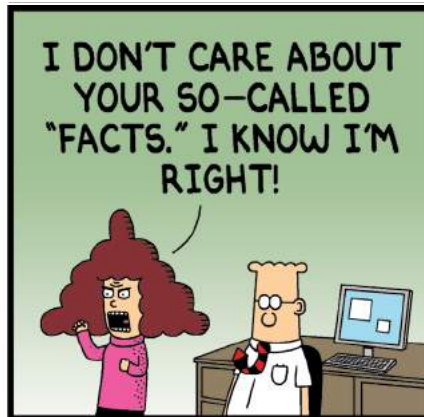


IT'S THE  
BEST.  
I SHOULD  
KILL YOU  
FOR ASKING.



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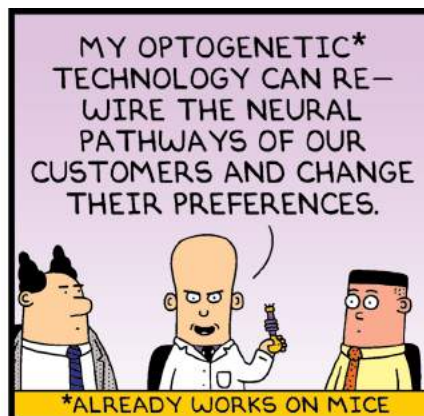




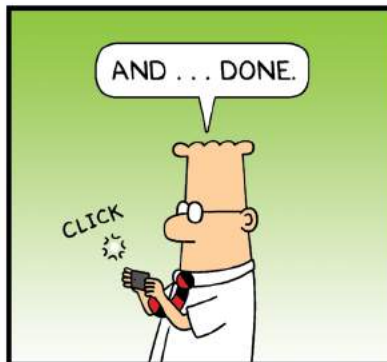
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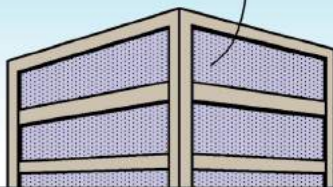


I HEARD THAT MARKET-  
ING'S OPTOGENETIC  
DEVICE TWEAKED SOME  
OF YOUR PREFERENCES.

YUP.



NOW I'M A GAY  
ANARCHIST WHO  
LOVES FOOTBALL AND  
STRING CHEESE.



SOUNDS  
LIKE A  
BIG  
ADJUST-  
MENT.

WELL,  
THE CHEESE  
PART CAME  
EASILY ...



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YOU'RE LAZY,  
UNDEPENDABLE,  
AND DISRUPTIVE.



THAT'S WHY I  
CAN'T GIVE YOU  
A RAISE THIS  
YEAR.



HOW'D  
IT GO?

HE BLAMED  
THE VICTIM.

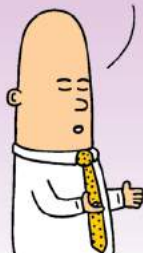


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BUILD A HYPERLOOP  
TO CONNECT EVERY  
MAJOR CITY IN THE  
WORLD WITH SUPER-  
FAST TRANSPORTATION.



THE VISION WAS  
THE HARD PART. YOU  
IDIOTS CAN WORK ON  
THE DETAILS.



SOMEONE PAT ME  
ON THE BACK. I CAN'T  
REACH IT WITH MY  
T-REX ARMS.



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I'M HAPPY TO REPORT  
THAT I SPENT 50% MORE  
TIME IN MEETINGS  
THIS QUARTER.



THAT'S NOT AN  
ACCOMPLISHMENT!  
MEETINGS ARE A  
COMPLETE WASTE  
OF TIME!



HOW WOULD I  
HAVE LEARNED THAT  
WITHOUT THIS  
MEETING?



OUR PRODUCTS ARE  
GETTING WORSE  
EVERY DAY.



BUT OUR MARKET—  
ING KEEPS IMPROVING.  
WE'RE VERY CLOSE TO  
THE POINT WHERE OUR  
CUSTOMERS WILL GIVE  
US MONEY FOR NO  
REASON.



THEN WE  
CAN GIVE  
OURSELVES  
HUGE RAISES  
AND DO NO  
WORK AT  
ALL.



I LIKE  
EVERY—  
THING  
YOU SAID,  
EXCEPT THE  
"WE" PART.



OUR POLICY  
IS TO PROMOTE  
FROM WITHIN.



HOW WILL YOU  
BACKFILL THE JOBS  
OF THE PEOPLE YOU  
PROMOTED?

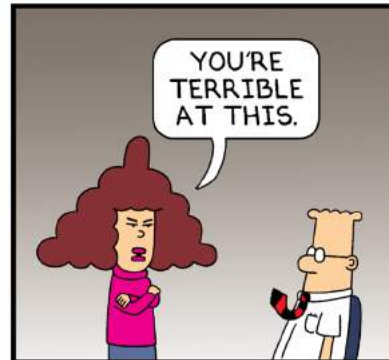
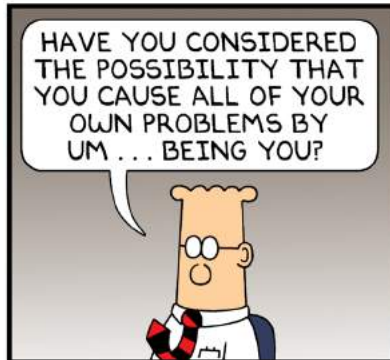


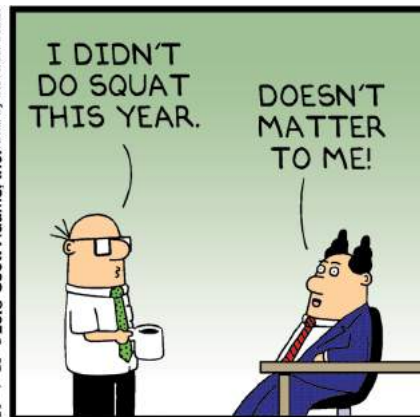
FROM  
WITHIN.



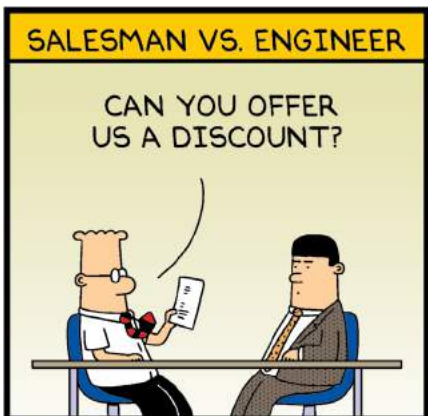
THAT'S  
ONE  
OF YOUR  
BETTER  
PLANS.



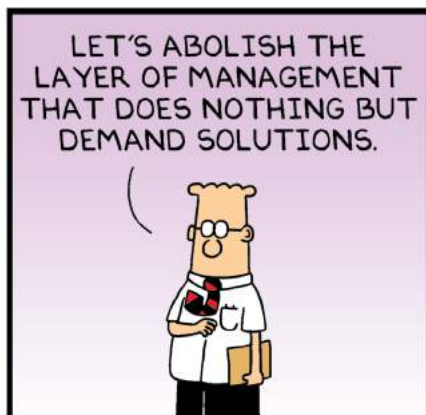




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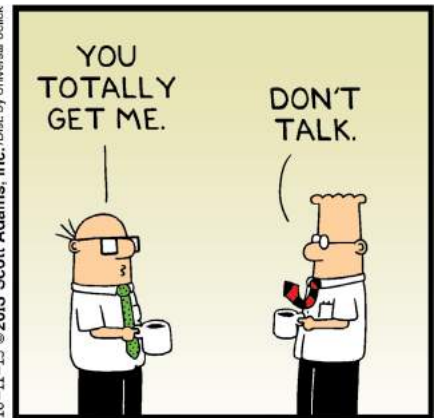
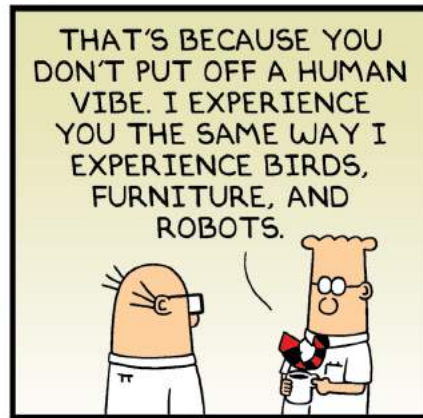


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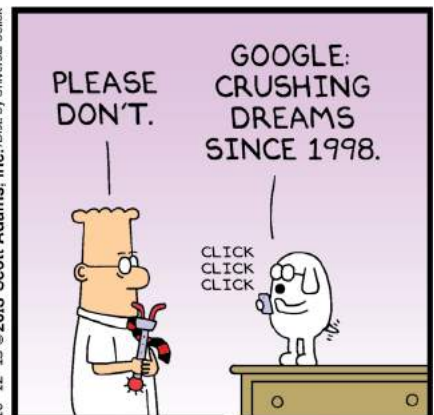
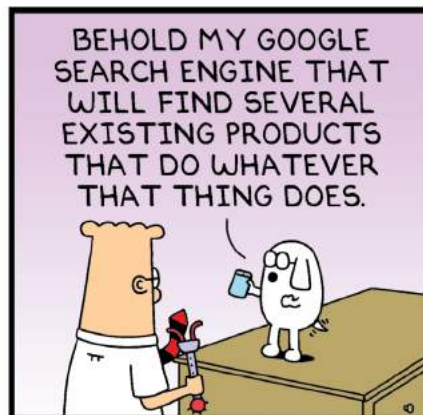
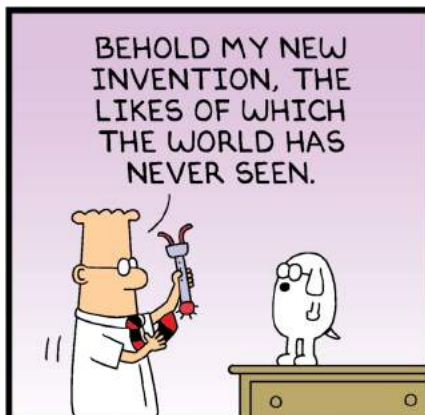




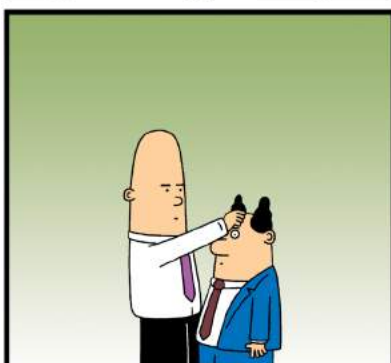
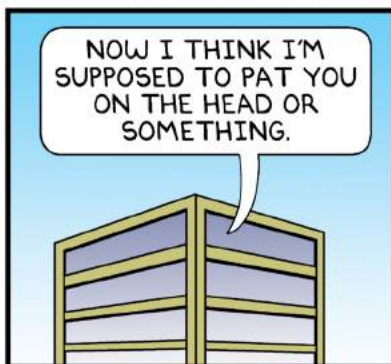
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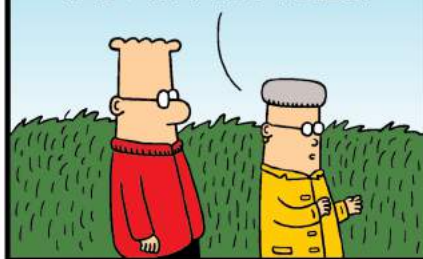
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10-113-13

EVERY TIME I THINK  
I'VE INVENTED SOME-  
THING, I FIND OUT IT  
ALREADY EXISTS.



MAYBE THAT'S  
BECAUSE ALL MINDS  
ARE CONNECTED BY  
THE MORPHIC FIELD.



MORPHIC  
FIELDS ARE  
PSEUDO-  
SCIENCE,  
MOM.

I ALSO  
BLAME  
YOUR DAD'S  
CRAPPY  
GENES.

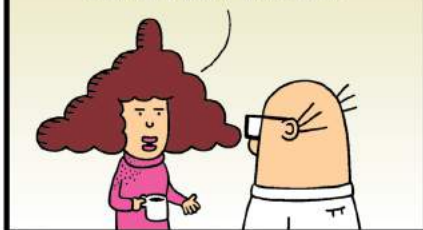


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PEOPLE USED TO THINK  
IT TOOK 10,000 HOURS  
OF PRACTICE TO BECOME  
AN EXPERT.



BUT NOW PEOPLE  
THINK THE AMOUNT OF  
PRACTICE YOU NEED  
DEPENDS ON YOUR  
GENETIC MAKEUP.



SO YOU'D BE GOOD TO  
GO AFTER A MILLION  
OR SO HOURS.

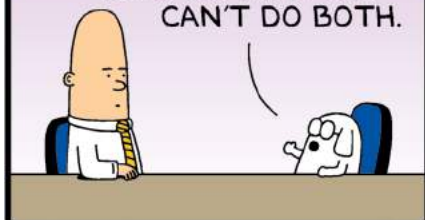
SEE WHY  
I DON'T  
BOTHR?



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DOGBERT: EXECUTIVE  
COACH

YOU NEED TO FOCUS  
ON YOUR CAREER OR  
YOUR FAMILY. YOU  
CAN'T DO BOTH.



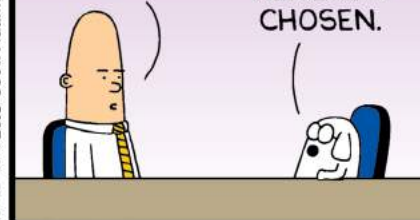
I DON'T  
HAVE A  
FAMILY.

ACTUALLY,  
YOU'RE  
MARRIED  
AND YOU  
HAVE FOUR  
KIDS.



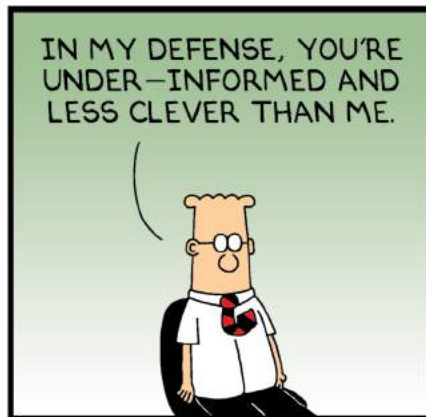
THAT  
SOUNDS  
LIKE A  
HUGE  
HASSLE.

PERHAPS  
YOU'VE  
ALREADY  
CHOSEN.

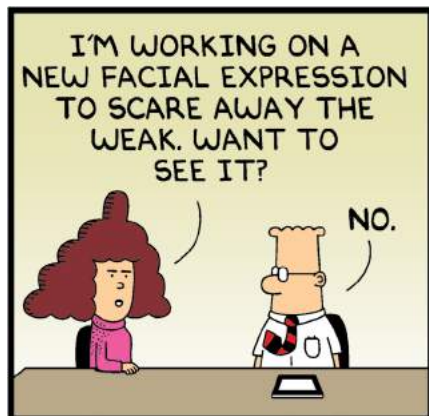


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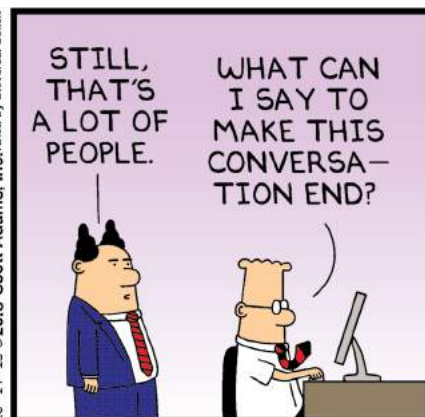
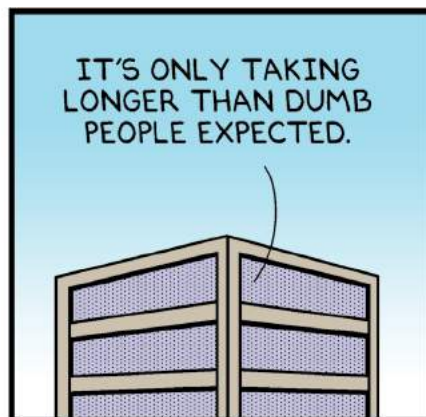




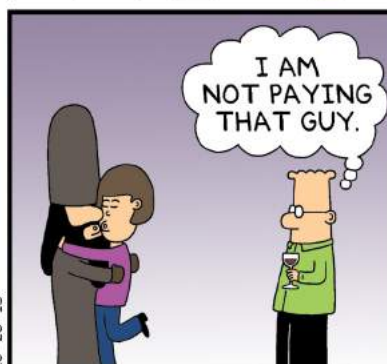
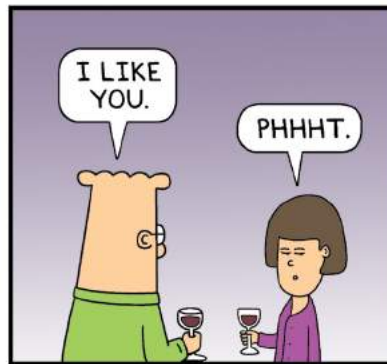
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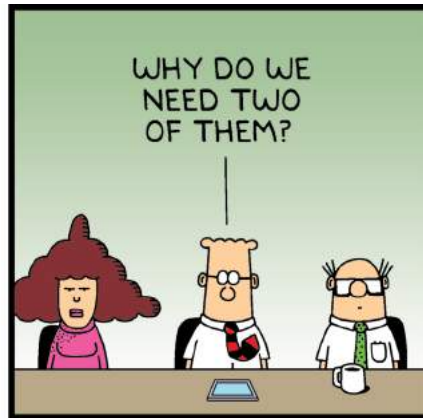


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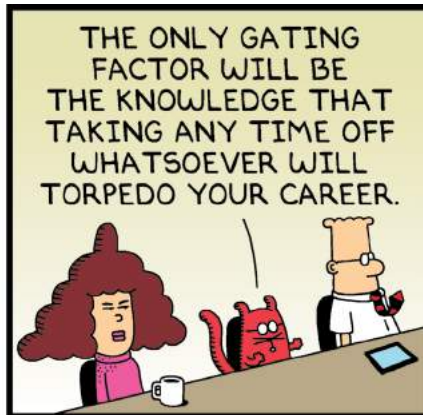


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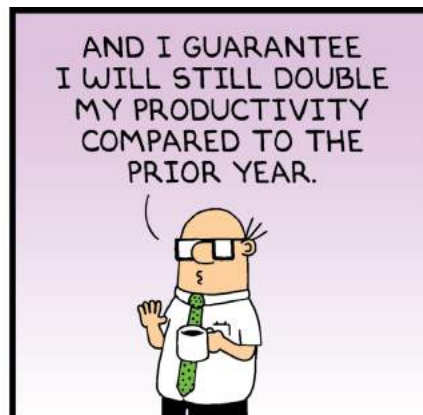




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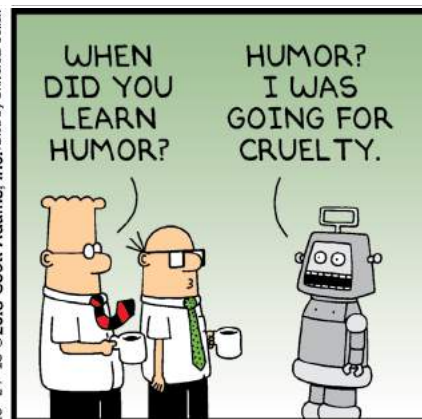
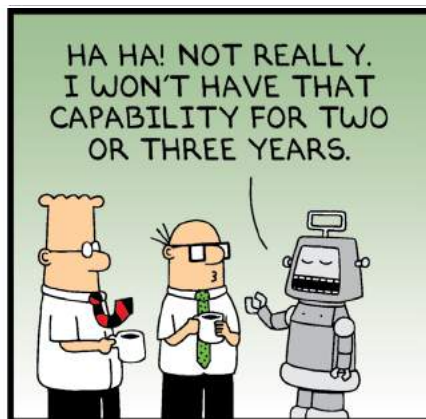
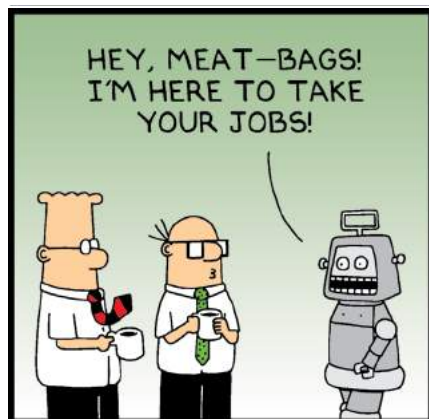


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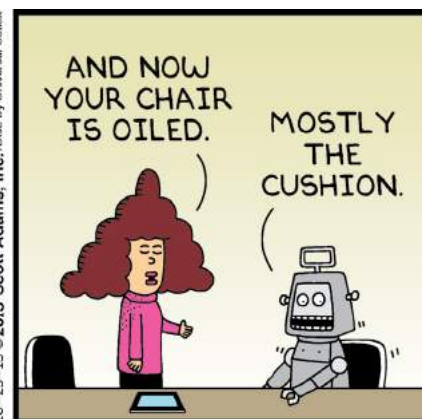
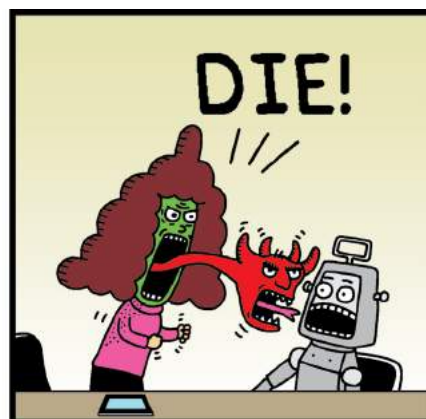
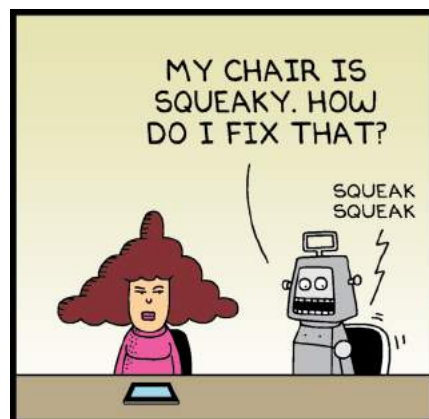


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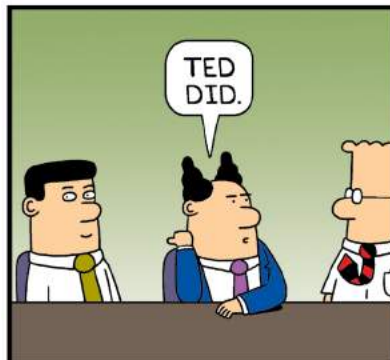
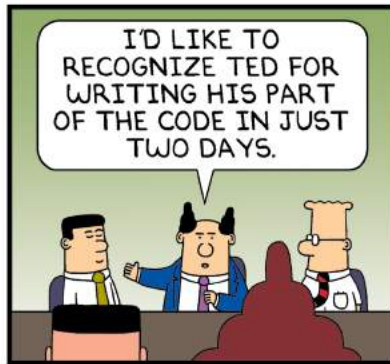
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ACCORDING TO STUDIES,  
EMPLOYEES WILL WORK  
HARDER IF THEY THINK  
THEIR MANAGERS CARE  
ABOUT THEM.



BUT THAT'S HARD  
FOR ME BECAUSE  
YOU'RE BASICALLY A  
SAUSAGE CASING FULL OF  
COFFEE AND ROTTING  
ORGANS.



THAT  
MUST  
HAVE  
STUNG.

LESS  
THAN  
YOU'D  
THINK.



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THE KEY TO GREAT  
LEADERSHIP IS SETTING  
CLEAR EXPECTATIONS AND  
PERIODICALLY REVISING  
THEM AS CONDITIONS  
CHANGE.



IF YOU PLAN TO  
REVISE EXPECTA-  
TIONS, THAT TELLS ME  
YOU KNOW THEM TO  
BE FAULTY NOW.



STOP  
INSPIRING  
ME SO MUCH.



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I HIRED A DESICCATED  
CRONE TO TEACH AN  
ETIQUETTE CLASS TO  
YOU ENGINEERING  
HEATHENS.

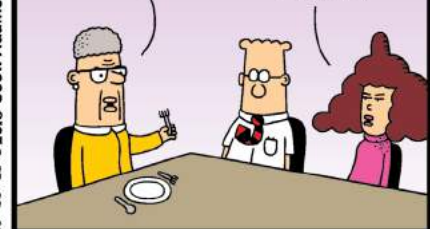


SHE'LL HELP YOU  
STOP EATING YOUR  
BUSINESS LUNCHES  
LIKE KIDNAP VICTIMS.



WHEN  
DO YOU  
USE THIS  
FORK?

WHEN  
I'M TOO  
LAZY TO  
MAKE A  
SHIV?



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## ETIQUETTE TRAINING

THE NAPKIN  
GOES IN YOUR  
LAP.



**HONK**



IT'S  
NOT A  
HAND-  
KERCHIEF!

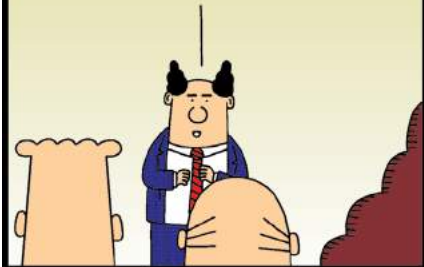
IT  
SORT  
OF IS.

**HONK**



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WHO WANTS TO  
GO FIRST WITH THE  
BRAINSTORMING?



I SUGGEST WE IGNORE  
ALL OF THE STUDIES  
THAT SAY BRAIN-  
STORMING DOESN'T  
WORK.



NOW  
I HATE  
YOU A  
LITTLE  
EXTRA.

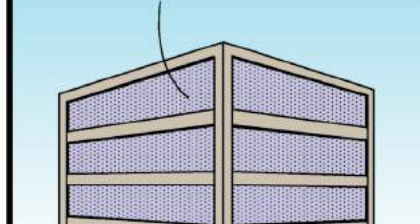
BECAUSE  
I AGREED  
WITH  
YOUR PLAN?

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TINA, I ASKED YOU  
TO WRITE UP THE  
**BEST** IDEAS FROM  
OUR BRAINSTORMING  
SESSION.



THE TOP ONE ON  
YOUR LIST IS "A  
ROBOT MADE OF  
LUNCH MEAT."



THAT'S  
BASICALLY  
JUST A  
HUMAN.

WHAT  
PART OF  
"BEST  
IDEAS" IS  
CONFUSING  
YOU?

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EVERY TIME I LEAVE  
THE LAB, SOME JERK  
STEALS MY CABLES  
AND REPLACES THEM  
WITH THEIR BAD  
ONES.



THEN I HAVE TO SPEND  
HOURS STEALING BACK  
ONE CABLE AT A TIME  
AND TESTING EACH  
ONE.



DOESN'T  
THAT MAKE  
**YOU** ONE OF  
THE CABLE—  
STEALING  
JERKS?



YOU'VE  
NEVER MET  
A PROBLEM  
YOU  
COULDN'T  
WORSEN.



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DO YOU KNOW WHO  
KEEPS TAKING MY GOOD  
CABLES AND REPLAC—  
ING THEM WITH  
DEFECTIVE ONES?



CERTAINLY NOT ME.  
BUT I DID SEE AN  
ELBONIAN WEARING A  
SKI MASK NEAR YOUR  
BENCH.



I'M NOT  
GOOD AT  
READING  
PEOPLE.



I'M  
COUNTING  
ON THAT.



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OKAY, SKYPE. LET'S  
SEE IF I CAN FIGURE  
OUT HOW TO SHUT  
YOU DOWN.



**CLOSE! QUIT!  
SIGN OUT! MINIMIZE!  
QUIT! YES! CLOSE!  
QUIT! DIE! DIE! DIE!**



DID  
YOU  
CLOSE  
SKYPE?



ALMOST.  
I'M HEADING  
TO THE OCEAN  
TO DROWN IT.



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DO YOU KNOW WHY  
I NEED TO CARRY A  
COMPANY-ISSUED  
PHONE PLUS MY OWN  
PHONE?

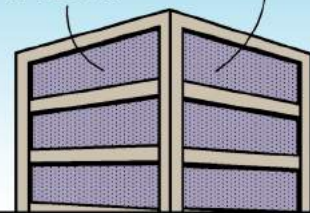


I THINK IT'S BECAUSE  
OUR COMPANY POLICY  
WAS WRITTEN BY  
CHIMPS WHO TIME-  
TRAVELED FROM  
THE FIFTIES.

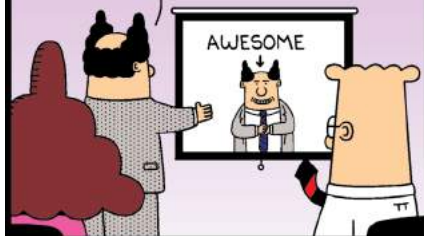


OR DO  
YOU HAVE  
A BETTER  
EXPLAN-  
ATION?

I REALLY  
DON'T.



I'D LIKE TO THANK  
MYSELF FOR MY  
GREAT LEADERSHIP  
ON THE PROJECT.

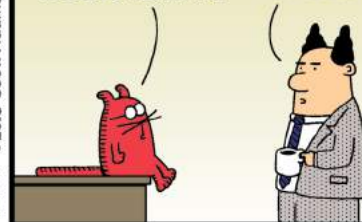


SOME OF YOU DID  
USEFUL THINGS TOO,  
BUT ONLY BECAUSE I  
THREATENED TO FIRE  
YOU IF YOU DIDN'T. SO  
DON'T LET IT GO TO  
YOUR HEADS.



I HOPE  
YOU DIDN'T  
TELL THEM  
THEY DID  
GOOD WORK.

NO, THAT  
MAKES  
THEM  
GREEDY.



I LIKE MY JOB.  
BUT I DON'T LIKE  
ANY OF THE TASKS  
... OR ANY OF THE  
PEOPLE.



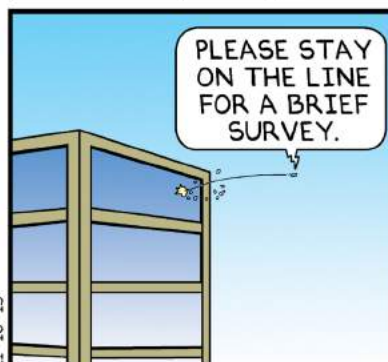
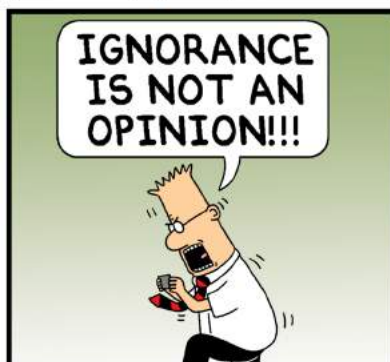
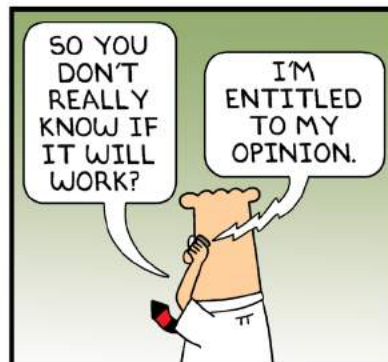
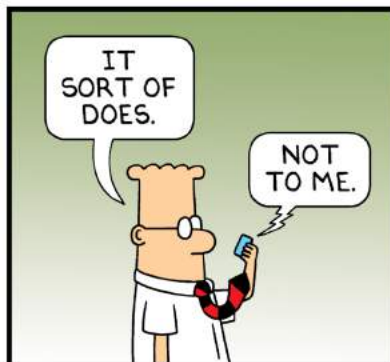
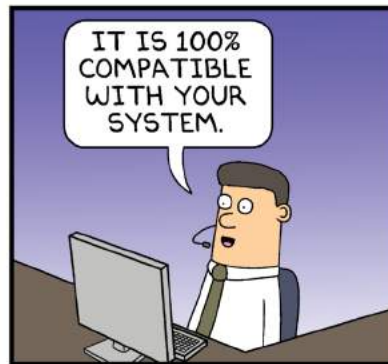
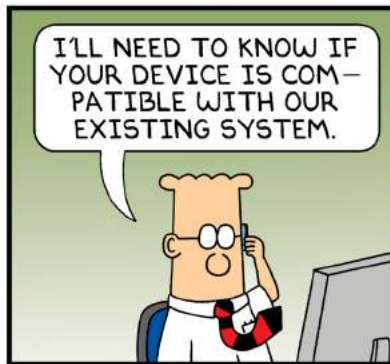
I DON'T LIKE THE  
COMMUTE. . . AND I'M  
PAID LESS THAN I'M  
WORTH. . . AND I'M  
NOT MAKING THE  
WORLD A BETTER  
PLACE.

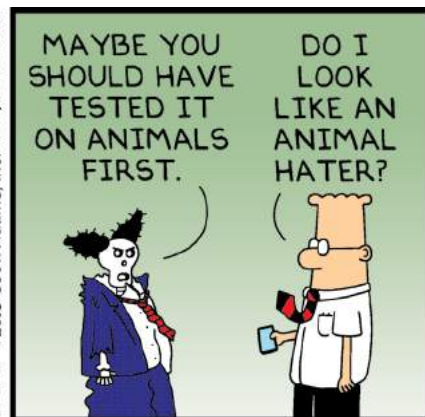
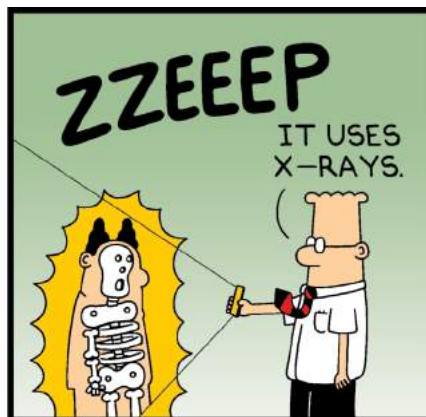
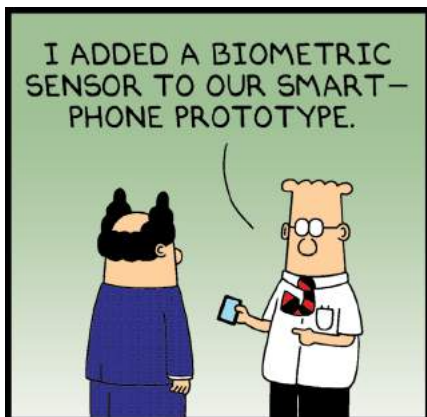


ARE YOU  
**SURE** YOU  
LIKE YOUR  
JOB?

WHY  
DO YOU  
ASK?



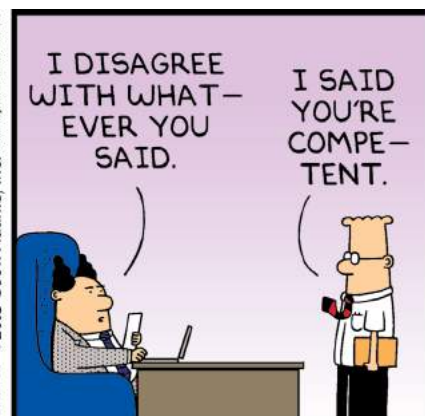
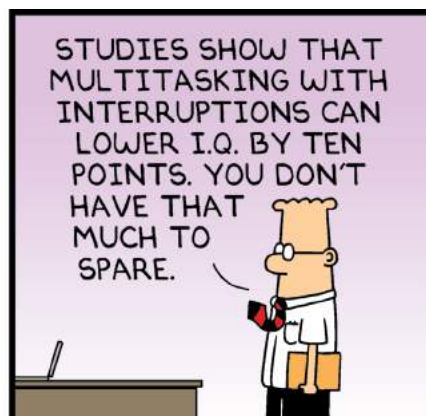




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OUR NEW STRATEGY  
IS TO LOWER OUR  
PRICES TO INCREASE  
SALES.

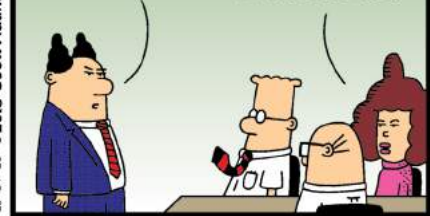


SO OUR STRATEGY IS  
TO START A PRICE WAR  
AND DRIVE OUR PROFIT  
MARGIN TO ZERO?



IT MADE  
SENSE  
AT THE  
EXECUTIVE  
RETREAT.

WAS  
ALCOHOL  
INVOLVED?



I SEE MYSELF AS A  
LEADER IN THE MOLD  
OF STEVE JOBS.

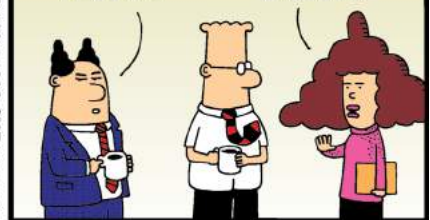


TRY RINSING YOUR  
ENTIRE BODY WITH  
VINEGAR. THAT MIGHT  
REMOVE HIS MOLD.



ARE WE  
TALKING  
ABOUT  
THE SAME  
THING?

PLEASE  
DON'T  
TOUCH  
ANYTHING  
I OWN.



OUR COMPETITORS  
HAVE A TECHNOLOGY  
FOR READING BRAIN  
WAVES AT A DISTANCE.

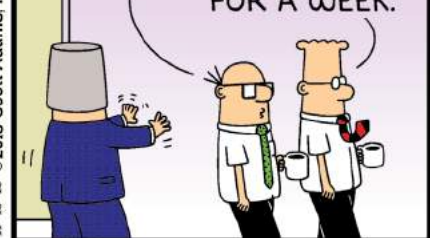


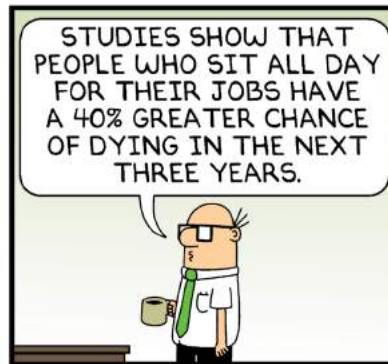
THIS SHIELDED HELMET  
WILL PREVENT THEM  
FROM READING THE  
COMPANY SECRETS  
IN YOUR MIND.



YOU  
OWE  
ME  
\$20.

THE BET WAS  
THAT HE HAS  
TO WEAR THE  
TRASH CAN FOR A WEEK.





THANKS FOR BEING  
FLEXIBLE IN THESE  
NEGOTIATIONS. YOU'RE  
A GOOD SPORT.



AND BY GOOD SPORT,  
I MEAN GOOD LOSER.

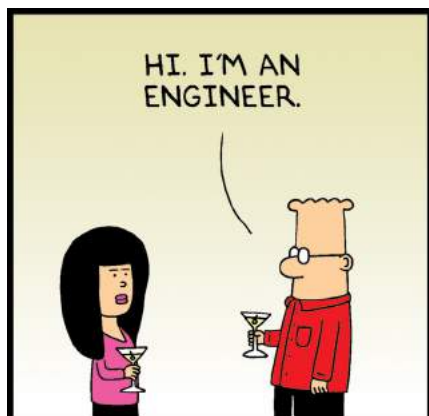


AND BY  
GOOD LOSER,  
I MEAN  
LOSER.  
SOME  
PEOPLE  
CALL IT  
GENEROUS.



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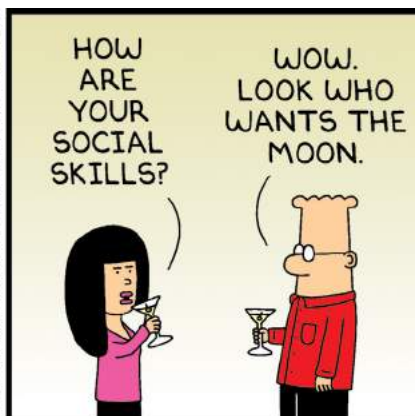
HI. I'M AN  
ENGINEER.



THAT MEANS I HAVE  
EXCELLENT EMPLOYMENT  
POTENTIAL AND I CAN  
FIX THINGS AROUND  
THE HOUSE.



HOW  
ARE  
YOUR  
SOCIAL  
SKILLS?



WOW.  
LOOK WHO  
WANTS THE  
MOON.

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AS I UNDERSTAND IT,  
YOUR JOB IS TO MATCH  
EMPLOYEES WITH THE  
RIGHT ASSIGNMENTS.



NONE OF MY PROJECTS  
TURNED OUT WELL,  
WHICH MEANS YOU DID  
A TERRIBLE JOB.

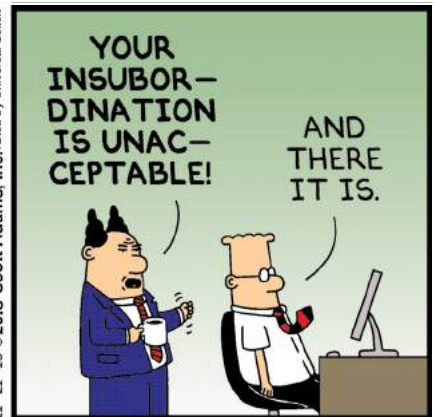


I'M NOT ASKING FOR  
AN APOLOGY. JUST  
FOLLOW YOUR  
CONSCIENCE.

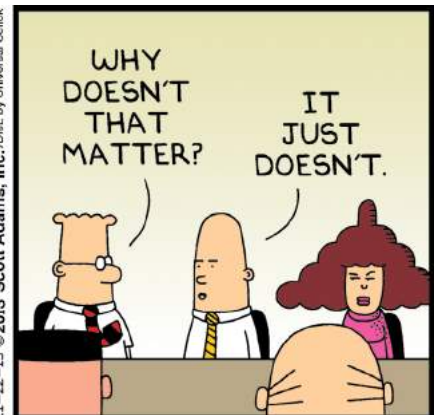
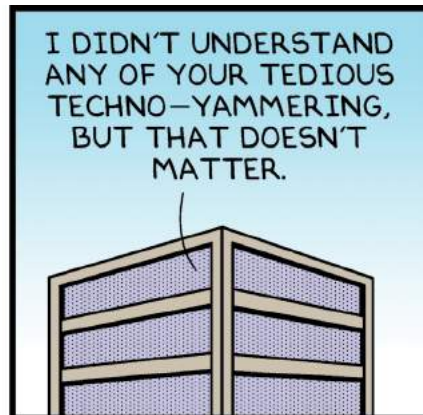


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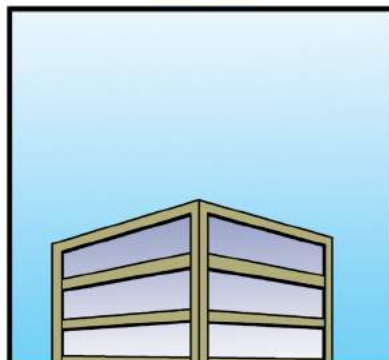
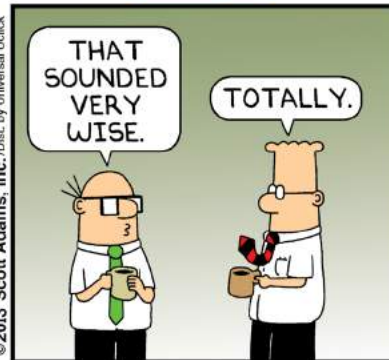
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I'LL SELL YOU THE  
RIGHTS TO USE LINUX  
FOR ONE MILLION  
DOLLARS.



AFTER THE FIRST  
MONTH, YOU ONLY  
NEED TO PAY FOR  
EVERY UPGRADE.



IT SOUNDS  
TOO GOOD  
TO BE TRUE.

IT'S NOT  
AS IF I'M  
GIVING IT  
AWAY FOR  
FREE.



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EXPERTS SAY LAZY  
EMPLOYEES ARE THE  
BEST BECAUSE THEY  
KNOW HOW TO FIND  
SHORTCUTS.



SO YOU  
FOUND A  
LOT OF  
SHORT-  
CUTS?

ME? NO.  
I  
I'M NOT  
LAZY. I'M  
USELESS.



THEN  
WHY DID  
YOU BRING  
IT UP?

WHY  
WOULDN'T  
I? I'M  
NOT LAZY.



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OUR CHRISTMAS  
PARTY WILL BE IN  
JANUARY BECAUSE  
DECEMBER WILL BE  
TOO BUSY.



I'M SURE THE  
ALMIGHTY CREATOR  
OF THE UNIVERSE  
DOESN'T MIND THAT  
WE DO THINGS ON YOUR  
SCHEDULE, NOT HIS.



WHAT  
COULD  
GO  
WRONG?

I HEAR  
THUNDER.



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I'M FROM THE GOVERNMENT. WE'VE BEEN MONITORING YOUR INTERNET ACTIVITY.



HALF OF MY DEPARTMENT WENT BLIND AND THE OTHER HALF NEEDS COUNSELING.



SOUNDS LIKE NOT MY PROBLEM.

WE'D LIKE TO WEAPONIZE YOU.



THE GOVERNMENT WOULD LIKE TO USE YOUR BROWSER HISTORY AS A FIREWALL AGAINST ELBONIAN HACKERS.

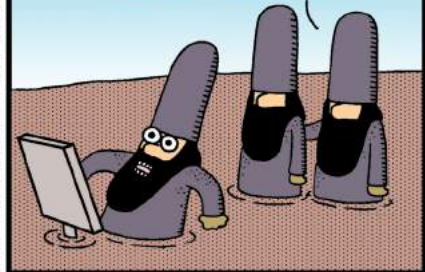


ONE LOOK AT WHAT YOU'RE UP TO WILL MAKE THEM BLIND AND CRAZY. I KNOW BECAUSE IT WORKED ON ME.



A WEEK LATER IN ELBONIA

THAT'S PROBABLY A FLUKE. YOU TRY.



I'M LOOKING FOR THOUGHT DIVERSITY IN MY HIRING. THAT'S A THING NOW.



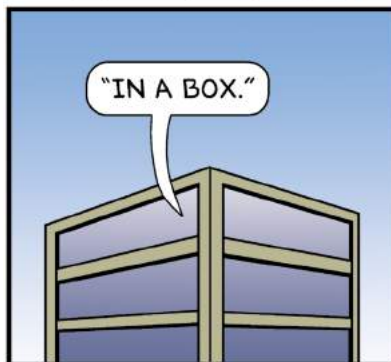
REALLY? THAT'S A DUMB THING. ALL YOU END UP WITH IS A BUNCH OF PEOPLE WHO CAN'T AGREE.



HOW DO YOU LIKE THOUGHT DIVERSITY NOW?

THAT FAD DIDN'T LAST LONG.

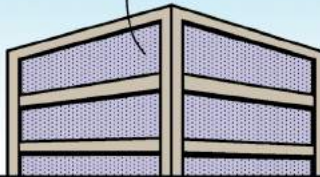




I HIRED PEOPLE WHO HAVE DIFFERENT PERSPECTIVES SO WE COULD ENJOY THE BENEFITS OF THOUGHT DIVERSITY.



BUT THEY DISAGREE WITH EVERYTHING I SAY, SO I HAVE TO ASSUME THEY'RE ALL IDIOTS.



AM I RIGHT?

TOTALLY.



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IT TAKES MONEY TO MAKE MONEY.



WHERE DID THE FIRST MONEY COME FROM?



I'M PRETTY SURE IT TAKES MONEY TO *WASTE* MONEY, TOO.

PLEASE STOP TALKING!



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HOW WAS YOUR WEEKEND?



I WRAPPED MYSELF IN A BLANKET AND STAYED ON THE COUCH WATCHING BAD TV SHOWS UNTIL I SMELLED LIKE A GYM SOCK WITH HALITOSIS.



I LIKE HOW SHE MAKES ME FEEL.



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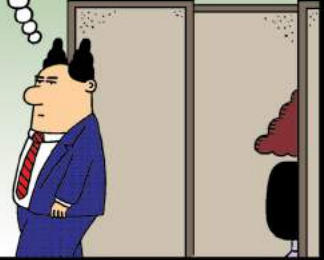
YOU'RE NOT ALLOWED  
TO USE FACEBOOK AT  
WORK.



FINE. I'LL USE IT  
AT HOME TONIGHT  
INSTEAD OF DOING  
THE THREE HOURS OF  
UNPAID WORK I WAS  
PLANNING TO DO.



I'M CALLING  
THAT A WIN.



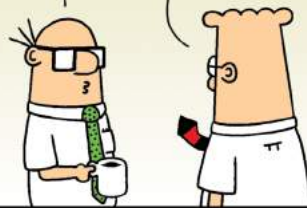
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I WANT TO USE  
FACEBOOK TO WASTE  
TIME AT WORK, BUT  
I DON'T HAVE ANY  
FRIENDS.



DO YOU  
MIND IF  
I FRIEND  
YOU?

SURE.  
YOU'LL  
BE MY  
ONLY  
FRIEND.



WILL  
YOU POST  
THINGS  
FOR ME  
TO LOOK  
AT?

WOW.  
FRIENDS ARE  
TOTALLY  
INCONVEN-  
IENT.



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YOU KEEP PRESSING  
THE PUBLIC ADDRESS  
BUTTON ON YOUR  
PHONE WHEN YOU  
MAKE CALLS.



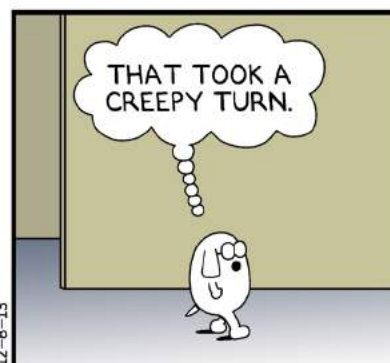
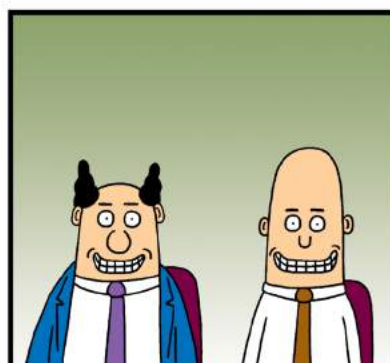
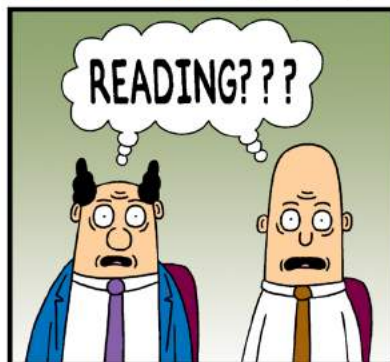
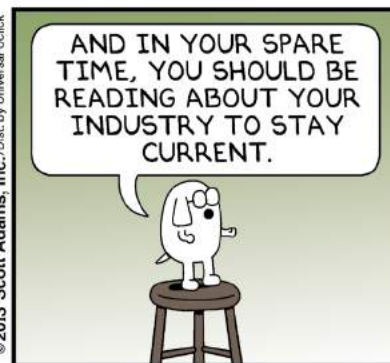
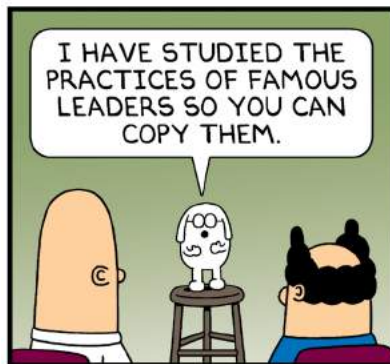
WE CAN'T TELL IF  
YOU'RE TALKING TO  
YOUR DOCTOR OR YOU'RE  
REALLY, REALLY BAD  
AT TALKING DIRTY TO  
YOUR WIFE.



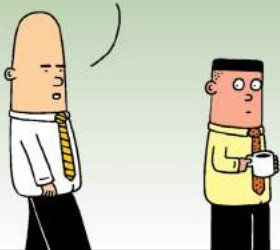
I USE  
ONE TO  
PRACTICE  
THE OTHER.



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HELLO, RANDOM  
SUBORDINATE THAT  
I AM SEEING IN THE  
HALLWAY!

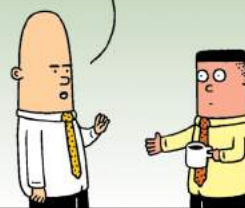


I'M YOUR  
CEO, BUT  
I'M STILL  
LIKE A  
REGULAR  
PERSON.

MY  
NAME  
IS  
ASOK.



I ONLY  
TOUCH  
PEOPLE  
WHO OWN  
BOATS.



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I'VE BEEN ASKED TO  
VET MY IDEA WITH  
MY PEERS.



TO SAVE TIME, I AM  
WILLING TO STIPULATE  
THAT YOU HATE ALL  
IDEAS THAT ARE NOT  
YOUR OWN.



ALL IN  
FAVOR?

I HATE  
**THIS** IDEA,  
TOO.



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DID YOU  
VET THIS  
IDEA WITH  
YOUR PEERS?

THEY  
HATED  
IT.



THEY ALSO SAY  
YOU'RE INCOMPETENT  
AND ANNOYING, SO  
HOW MUCH CAN WE  
REALLY TRUST THEIR  
OPINIONS?



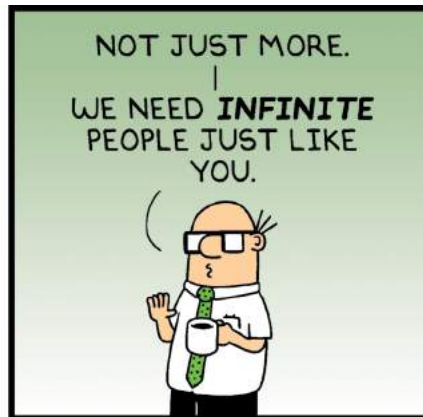
IT **DOES**  
SOUND AS  
IF THEY'RE  
WRONG A  
LOT.

EXACTLY.



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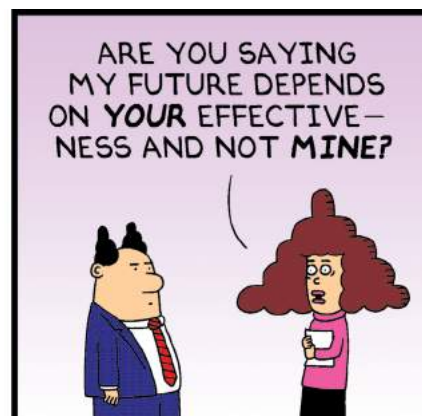




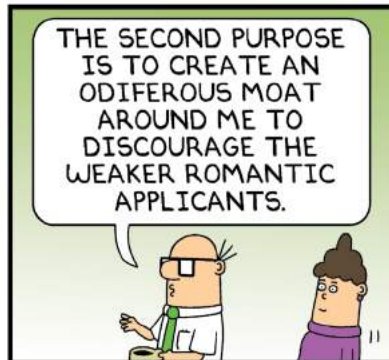
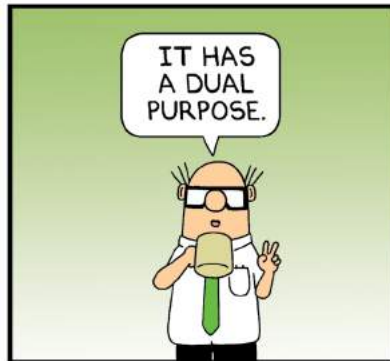
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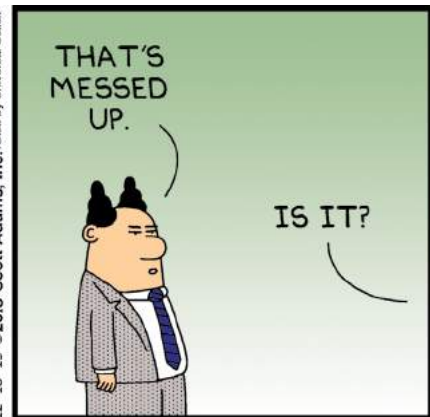


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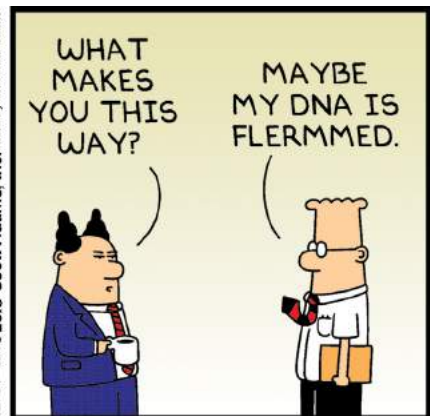
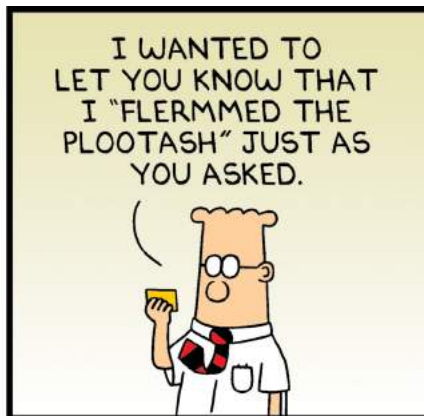


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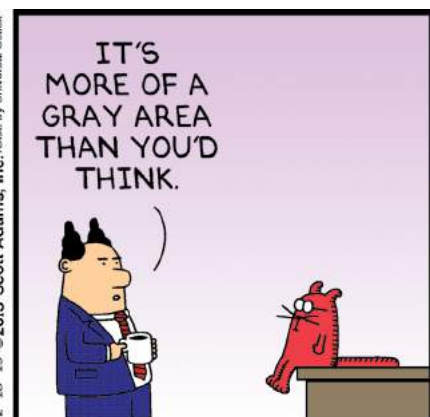
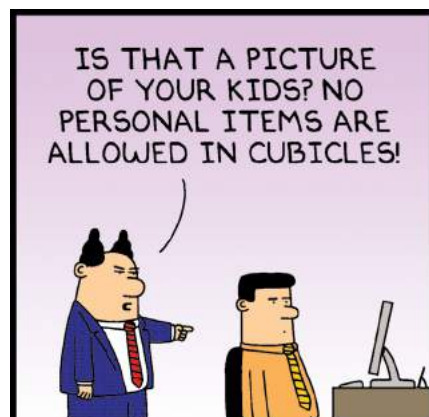




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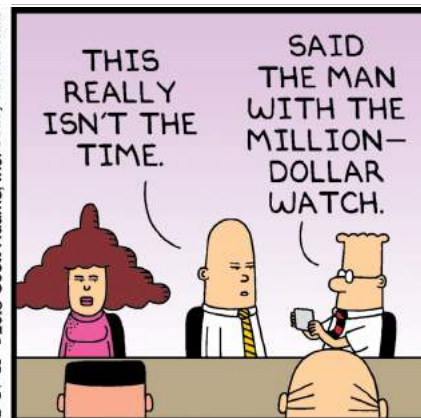
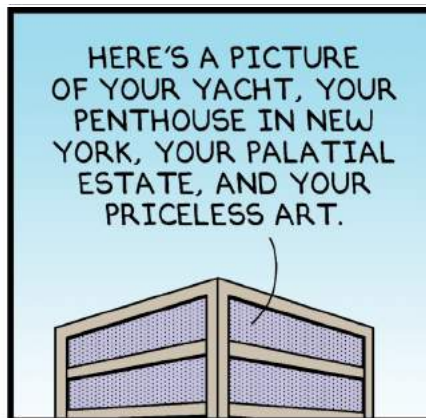


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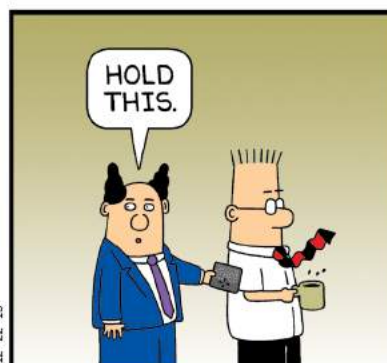
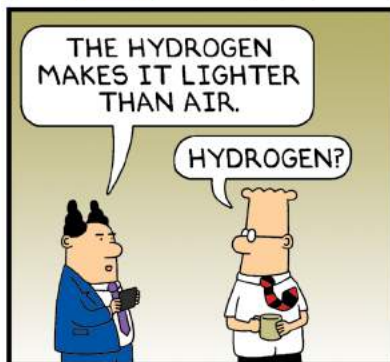
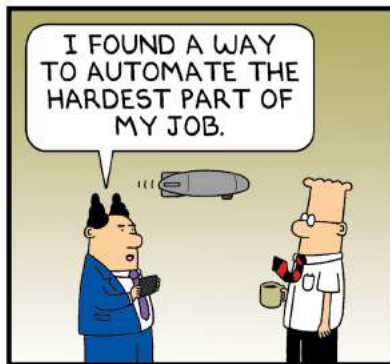
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EXPERTS SAY I SHOULD  
SURROUND MYSELF  
WITH PEOPLE WHO ARE  
POSITIVE INFLUENCES.



I'M ON A CALL!



I THINK I  
ABSORBED  
SOME BAD  
ENERGY.

GO AWAY  
BEFORE  
YOU BUM  
ME OUT.



I TRACED ALL OF  
OUR PROBLEMS BACK  
TO YOUR LACK OF  
CREATIVITY.



YOU SHOULD BE  
CREATING IDEAS THAT  
CHANGE THE COURSE OF  
CIVILIZATION, BUT  
INSTEAD, YOU SIT  
THERE LIKE A LUMP.



I'M SENDING YOU A  
LINK THAT DESCRIBES  
FUN WAYS TO CHOKE  
YOURSELF.



MERRY CHRISTMAS!  
THIS GIFT IS BASED  
ON THE COPENHAGEN  
INTERPRETATION OF  
QUANTUM MECHANICS.



THERE'S A CAT IN  
HERE THAT IS NEITHER  
DEAD NOR ALIVE.



WHERE  
ARE THE  
AIRHOLES?

I HAVE  
CONTROL  
ISSUES.





THE KEY TO SUCCESS  
IS HAVING PASSION  
FOR WHAT YOU DO!



YOU MAKE A GOOD  
POINT. I QUIT.

I'M OUT  
OF HERE.

ME  
TOO.



YOU  
PROMISED  
ME THEY  
WOULDN'T  
LISTEN.

IT  
CAUGHT  
ME BY  
SURPRISE  
TOO.



I HIRED AN ENGINEER  
FROM GOOGLE. HE'S SO  
SMART THAT HE  
EVOLVED INTO A LIFE-  
FORM THAT EXISTS  
AS PURE ENERGY.



BOW BEFORE MY  
GREATNESS, YOU  
PITIFUL HUMANS!



SOMETIMES  
HE'S A BIT  
ARROGANT.

I ONCE  
ADDED A  
FEATURE  
TO GMAIL!



BEHOLD MY GREAT-  
NESS! I WAS AN ENGINEER  
AT GOOGLE BEFORE I  
EVOLVED TO PURE  
ENERGY!

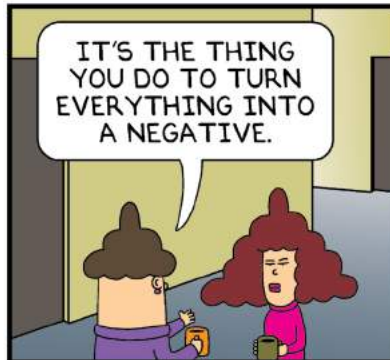
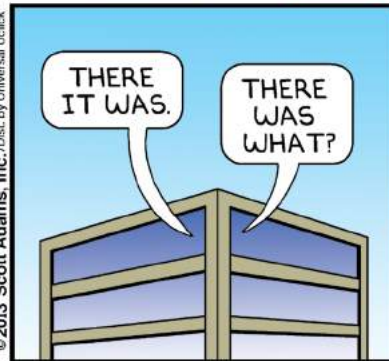
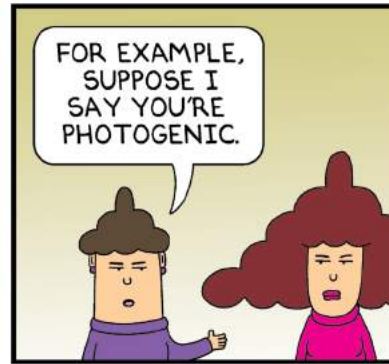


BEHOLD MY APATHY  
THAT WILL SUCK THE  
ENERGY OUT OF YOU  
LIKE A MONKEY ON  
AN ORANGE.



GOOD BOY.  
RIGHT IN  
THE CUP.





EXPERTS SAY WE  
NEED TO BE WILLING  
TO KILL OR CANNIBALIZE  
OUR BEST BUSINESSES.



I CAN DO THAT. I'VE  
BEEN KILLING OUR  
BEST BUSINESSES  
FOR YEARS.



THAT'S  
ALL THE  
LEADERSHIP  
I HAVE FOR  
YOU TODAY.

THAT'LL  
LAST ME.



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### DOGBERT CONSULTS

I'LL TEACH YOU  
THE BEST PRACTICES  
OF COMPANIES THAT  
HAVE NOTHING IN  
COMMON WITH  
YOURS.



THOSE PRACTICES  
WILL FIT YOUR  
COMPANY LIKE A  
FOOT IN A GLOVE.



CLOSE  
ENOUGH.



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IN TODAY'S NEWS,  
PEOPLE ALL OVER THE  
WORLD CONTINUED  
TO ACT LIKE IDIOTS.



MOST OF THE TIME  
IT DIDN'T TURN  
OUT WELL.

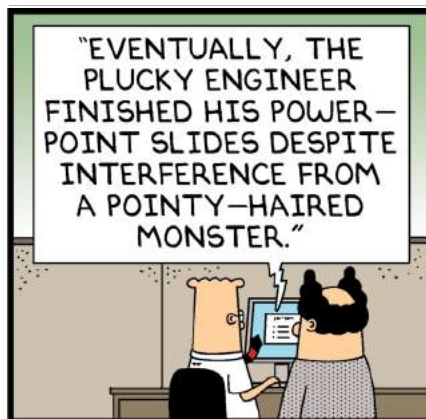


FOR DETAILS,  
LOOK IN YOUR  
MIRROR.



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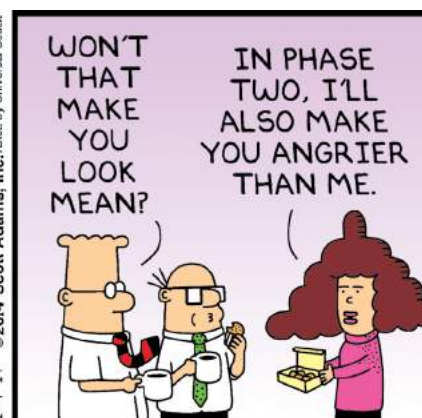




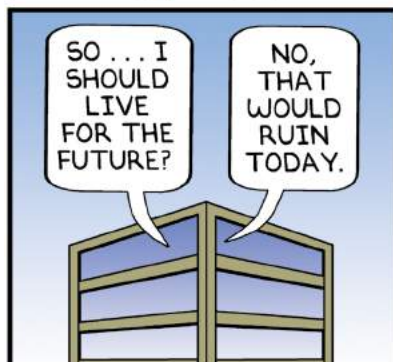
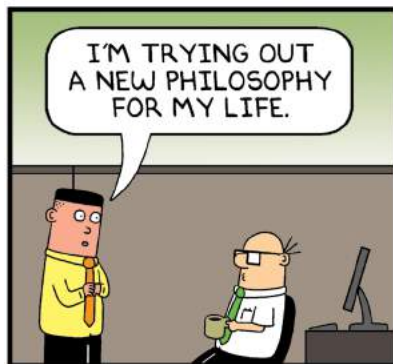
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TED, I'M MOVING YOU  
TO A NEWLY FORMED  
STRATEGIC ENGINEER-  
ING GROUP.



ARE YOU PUTTING  
ALL OF YOUR WORST  
EMPLOYEES IN ONE  
GROUP SO YOU CAN  
LATER ELIMINATE THE  
FUNCTION AND AVOID  
FIRING EACH PERSON  
INDIVIDUALLY?

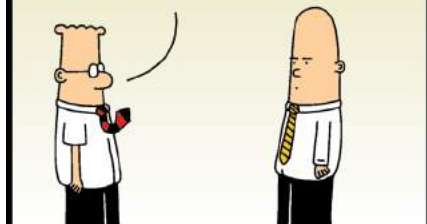


YOU PICKED  
A BAD TIME TO  
BECOME INSIGHTFUL.

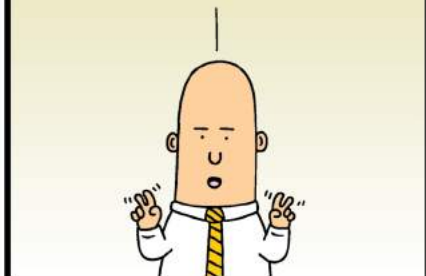


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THE IRON SCULPTURE  
IN OUR LOBBY FELL  
OFF ITS BASE AND  
CRUSHED A SECURITY  
GUARD.



AND THAT'S WHERE  
WE GET THE WORD  
"IRONIC."



IT  
HAPPENED  
TEN  
MINUTES  
AGO.

OH, SO  
IT'S "TOO  
SOON"?



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EXPERTS SAY I  
CAN INCREASE YOUR  
ENGAGEMENT BY  
CARING FOR YOUR  
EMOTIONAL WELL-  
BEING.



I WOULD GIVE YOU A  
HUG, BUT I'M AFRAID  
OF GETTING WHATEVER  
MADE YOU THIS WAY.



BUT I AM WILLING  
TO TOUCH A RAT THAT  
TOUCHES YOU, AND  
THAT'S NOT NOTHING.

PUT IT ON  
MY NECK.



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I WANT THE HEALTH  
BENEFITS OF HUGGING  
WITHOUT THE HASSLE  
OF A RELATIONSHIP.



THIS RAT IS LIKE  
A PATCH THAT  
INCREASES MY  
OXYTOCIN LEVELS.



I THOUGHT  
WE WERE  
IN LOVE.

THAT'S  
YOUR  
OXYTOCIN  
TALKING.



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IT BOOSTS MY  
OXYTOCIN LEVELS  
WITHOUT THE NEED  
FOR HUMAN CONTACT.



YOU DIDN'T INVENT  
THAT. I'VE HAD A  
FAMILY OF CHIPMUNKS  
LIVING IN MY HAIR  
SINCE THE EIGHTIES.



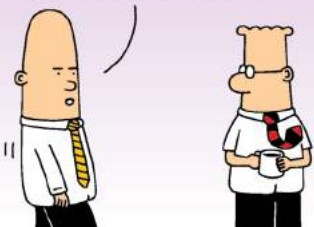
THERE  
GOES OUR  
PRIVACY.

LESS  
TALKING,  
MORE  
RUBBING!



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HELLO, UNDERLING.  
WATCH ME DO A  
SELF-DEPRECATING  
JOKE TO UNDERSCORE  
MY TRUE POWER.

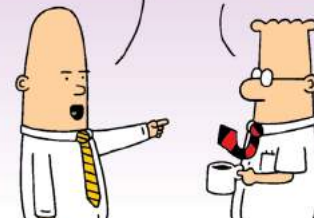


HO HO! I AM NOT  
GOOD AT SOME TYPES  
OF UNIMPORTANT  
TASKS! HA HA!

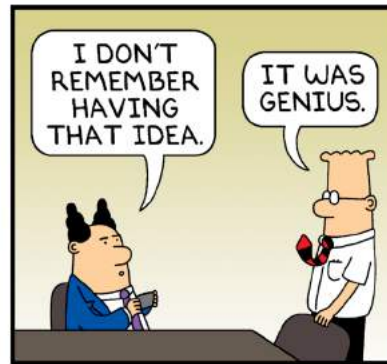
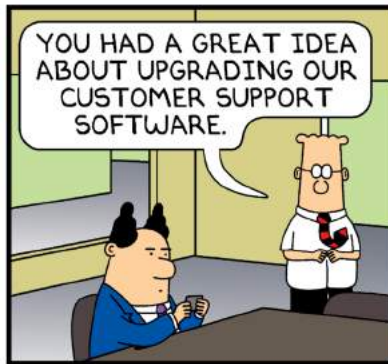


THAT'S WHY I'M GLAD I  
HAVE PEOPLE LIKE YOU  
TO DO THOSE THINGS.

IMPRESSIVE.



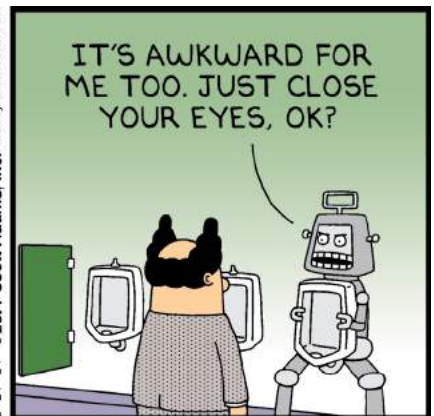
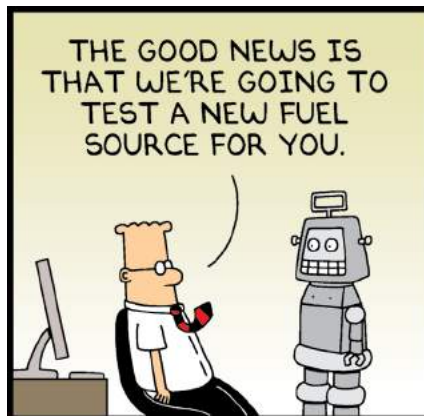
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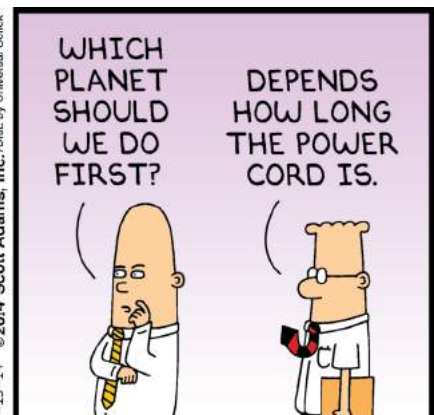
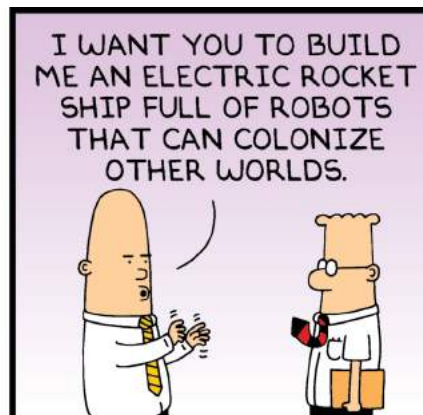
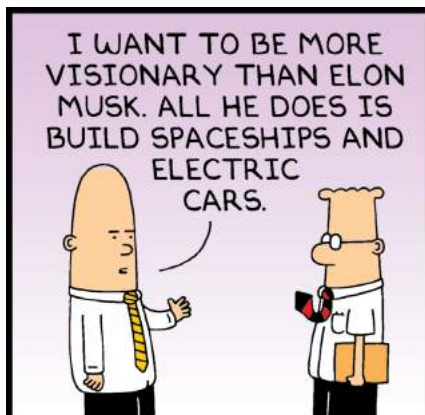




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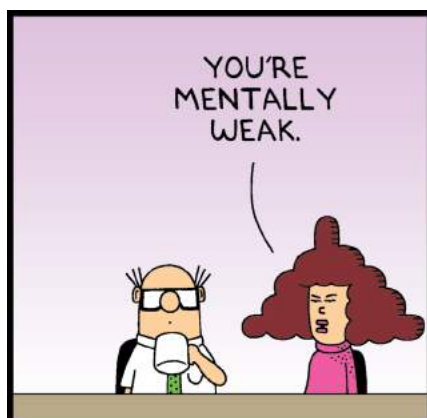




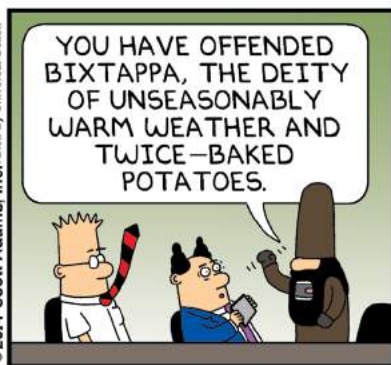
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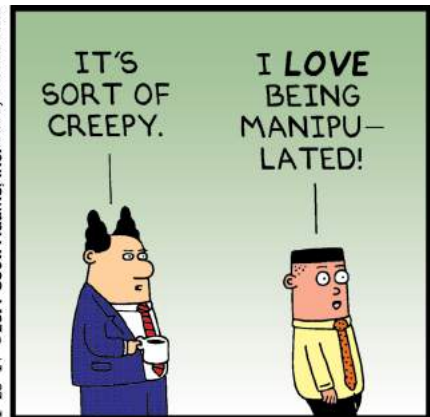
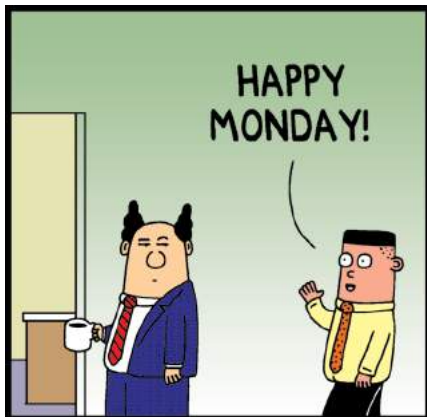


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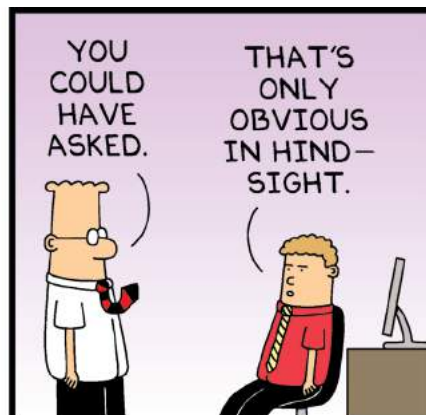
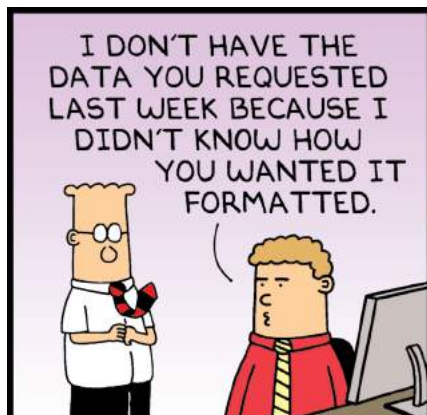




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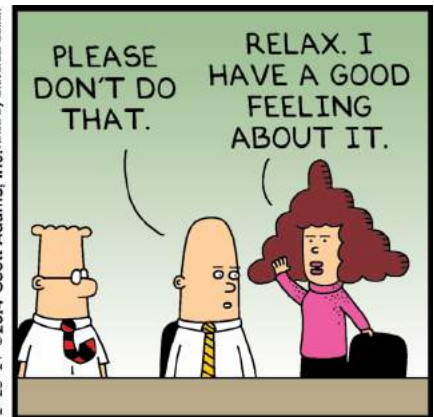
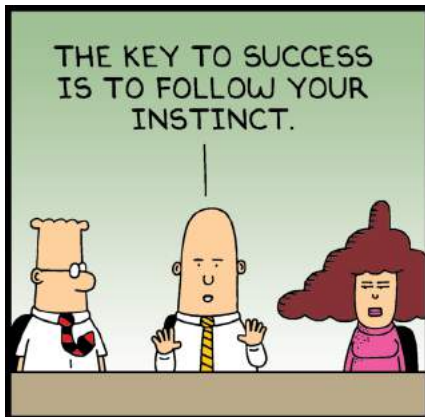


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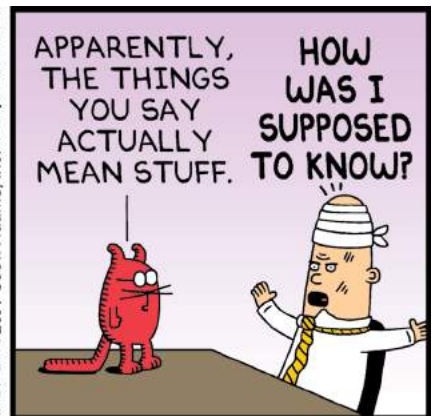


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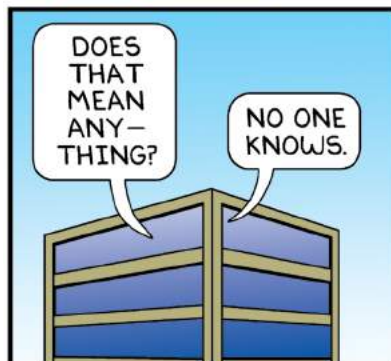
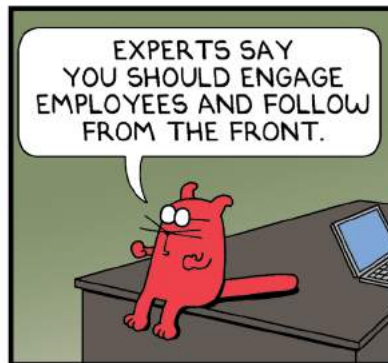
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OUR BIG DATA ANALYSIS TELLS US THAT ONLY THE TOP PERFORMERS LEAVE FOR HIGHER PAY.



SINCE YOU'RE STILL HERE, IT MEANS YOUR PERFORMANCE IS AVERAGE AT BEST.



THAT'S NOT FAIR!

THAT'S WHAT ALL THE AVERAGE PEOPLE SAY.

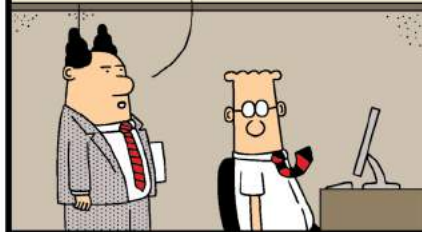


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WE WON THE BID TO BUILD A FLEET OF SMALL DRONES FOR RETAIL PACKAGE DELIVERY.



I'M NOT SURE WHY THEY CALL THEIR CUSTOMERS INFIDELS, BUT I DOUBT THAT'S IMPORTANT.



YOU'LL BE WORKING WITH THEIR DESIGN GUY, WHOSE NAME IS MULLAH JOHN SMITH.



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I DISCOVERED THAT THE CUSTOMER FOR OUR FLEET SALE OF COMMERCIAL DRONES IS AN INTERNATIONAL TERRORIST.



NOW WE HAVE TO CANCEL THE ORDER, TAKE A BIG HIT TO EARNINGS, AND DECIMATE THE VALUE OF YOUR STOCK OPTIONS IN THE COMPANY.



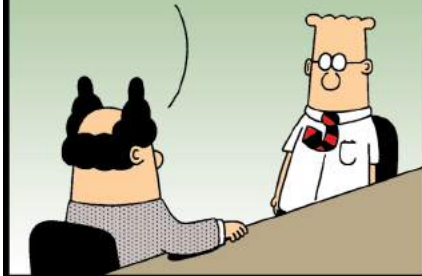
OR . . . I COULD TRANSFER YOU TO A DEPARTMENT THAT HAS A POOR SAFETY RECORD AND HOPE FOR THE BEST.



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YOU'RE BEING  
TOO NEGATIVE  
LATELY.



AM I NEGATIVE OR  
AM I A GOOD COMMUN-  
ICATOR SURROUNDED  
BY TERRIBLE IDEAS?



JUST  
TRY TO  
BE MORE  
POSITIVE!

OKAY, I'M  
ALL FIXED  
NOW. GOOD  
JOB ON THE  
LEADERSHIP.



I CAN'T TELL IF  
YOU'RE PASSIVE-  
AGGRESSIVE OR JUST  
INCOMPETENT.



WHICH ONE SENDS A  
MESSAGE THAT I COULD  
DO GOOD WORK IF YOU  
THREATENED ME MORE?



PASSIVE-  
AGGRESSIVE.

OKAY.  
I'M THE  
OTHER  
ONE.



I NEED SOMEONE TO  
MENTOR OUR NEW HIRE,  
BUT EVERY ONE OF YOU  
IS DYSFUNCTIONAL.

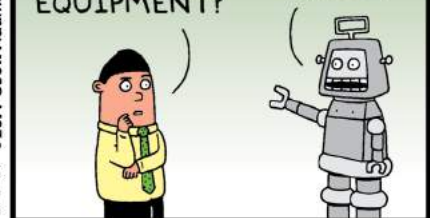


SO I'M HAVING OUR  
OFFICE ROBOT DO THE  
MENTORING. IT CAN'T  
BE WORSE THAN YOU  
BASKET CASES.



SO ...  
HUMAN LIFE  
IS **LESS**  
IMPORTANT  
THAN OFFICE  
EQUIPMENT?

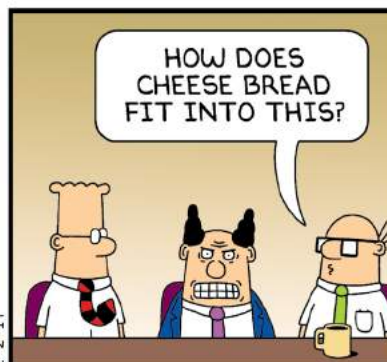
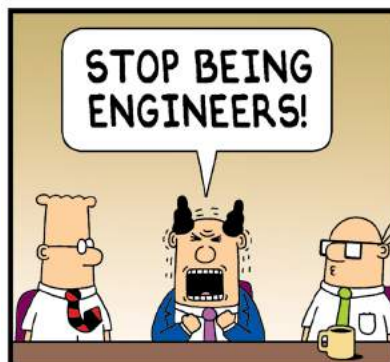
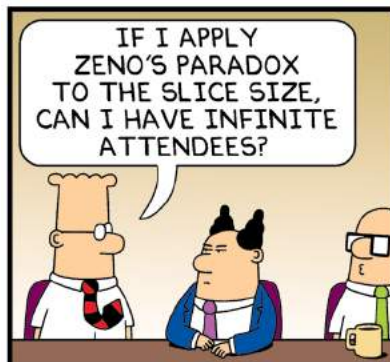
FAR  
LESS. IT'S  
NOT EVEN  
CLOSE.



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STUDIES SAY WILL-  
POWER IS FINITE. IF  
YOU USE IT FOR ONE  
THING, YOU HAVE LESS  
FOR ANOTHER.

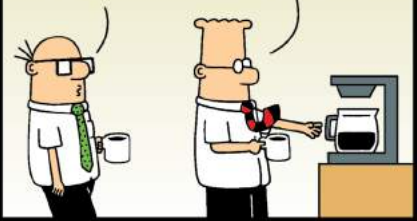


SO IF IT FEELS  
HARD TO WORK LONG  
HOURS WITHOUT ANY  
REWARD, TRY EATING  
CAKE FOR LUNCH.



HOW'D  
YOUR  
COACHING  
SESSION  
GO?

FOR  
ONCE, IT  
WASN'T  
ALL BAD.



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I TOOK YOUR ADVICE  
TO START OVEREATING  
SO I COULD SAVE ALL OF  
MY WILLPOWER FOR  
WORK.



THE ONLY DOWN-  
SIDE IS A TWENTY-  
YEAR REDUCTION IN  
MY LIFE EXPECTANCY.



ARE  
YOU  
OKAY  
WITH  
THAT?

WHO WOULD  
WANT TWENTY  
EXTRA YEARS  
OF MY LIFE?



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WEREN'T  
YOU OBESE  
YESTER-  
DAY?

I GOT THE  
"INSANITY"  
WORKOUT  
VIDEO.



WHAT  
KIND OF  
EXERCISE  
MAKES YOU  
LOSE SIXTY  
POUNDS IN  
ONE DAY?

I DIDN'T  
EXERCISE.  
ALL I DID  
WAS  
WATCH IT.

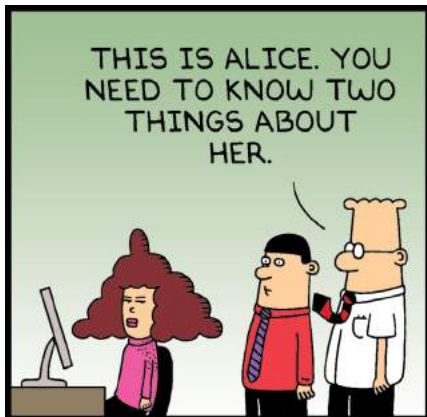


AND  
THAT  
WAS THE  
EASY  
PART...



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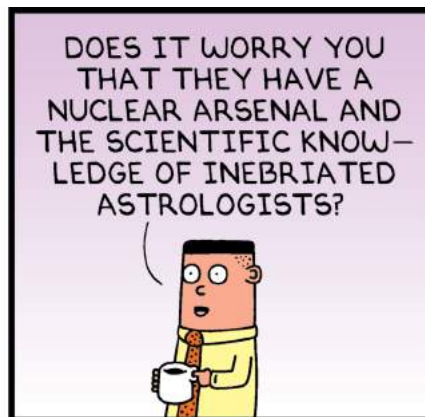
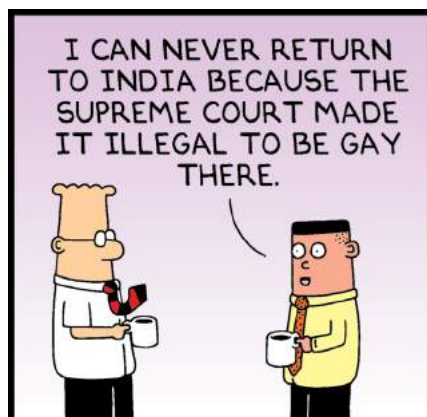




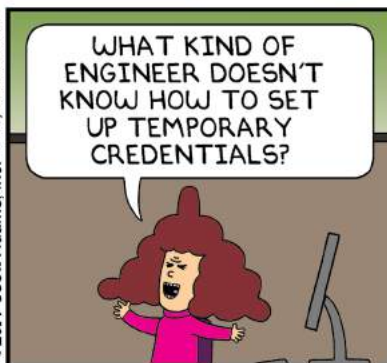
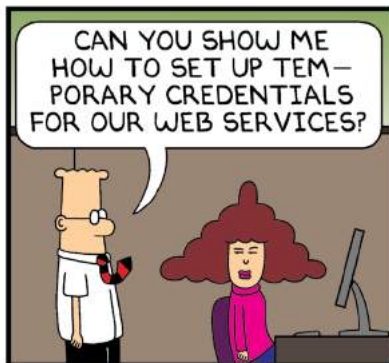
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MY PROJECTS ARE  
WINDING DOWN AND  
I'D LIKE TO TAKE ON  
MORE RESPONSIBILITY.



OOH. THAT'S A  
PROBLEM BECAUSE I  
JUST FINISHED YOUR  
PERFORMANCE REVIEW  
AND IT SAYS YOU DON'T  
TAKE INITIATIVE.



I GUESS  
YOU NEED  
TO REDO  
THAT.



THAT  
WOULD  
BE ONE  
WAY TO  
PLAY IT.



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### CORPORATE SECURITY

IF A SHADOWY FIGURE  
OFFERS TO BUY COMPANY  
SECRETS, WHAT SHOULD  
YOU DO?



HOW  
MUCH IS HE  
OFFERING?



THAT  
SHOULDN'T  
MATTER.



HOW CAN I  
COMPARE  
ALTER-  
NATIVES?

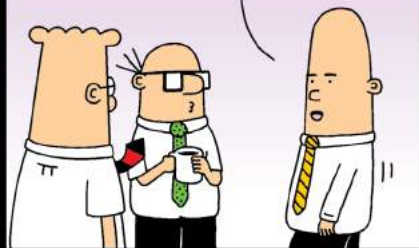


WOULD  
THERE BE  
ANY REPEAT  
BUSINESS  
IN THIS  
SCENARIO?

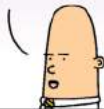


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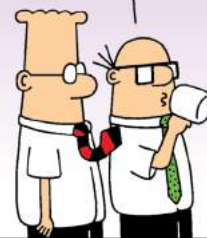
WHO'S UP  
FOR SOME  
LEADERSHIP?



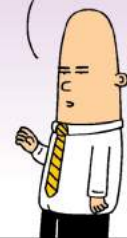
WATCH ME DEFINE  
ACCEPTABLE BEHAVIOR,  
ALIGN YOUR GOALS WITH  
COMPANY OBJECTIVES,  
PRIORITIZE RESPECT,  
DEAL DIRECTLY WITH  
CONFLICT, MAINTAIN A  
POSITIVE ATTITUDE  
AND PRETEND TO CARE!



THAT  
WOULD BE  
IMPRES-  
SIVE.



SETTLE  
DOWN,  
BILBO.



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THE KEY TO LEADERSHIP IS SETTING VAGUE GOALS THAT ARE A COMBINATION OF JARGON AND WISFUL THINKING.



THAT WAY, I CAN KEEP DUMPING WORK ON YOU WITHOUT HEARING YOU WHINE THAT IT DOESN'T FIT WITH YOUR GOALS.



YOU HAVE TO ADMIT, MY SYSTEM IS BETTER THAN WHATEVER YOU'RE DOING OVER THERE.



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CAN I SIGN UP FOR A WORKSHOP ON HOW TO DEAL WITH DIFFICULT CO-WORKERS?



PEOPLE WILL BE USING THOSE METHODS AGAINST ME, AND I NEED TO KNOW HOW TO THWART THEIR COUNTERMEASURES.



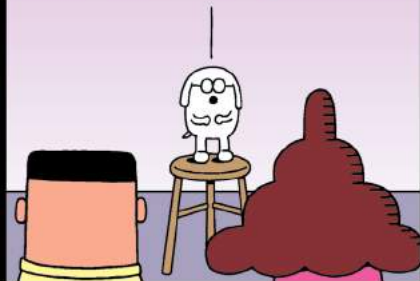
WILL YOU LEAVE MY OFFICE IF I SAY YES?

WHERE DID YOU LEARN THAT TRICK? !!



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TODAY YOU'LL LEARN HOW TO DEAL WITH DIFFICULT CO-WORKERS.



JERKS WILL ALWAYS BE JERKS. YOUR ONLY HOPE IS TO KILL THEM IN WAYS THAT ARE UNTRACEABLE.

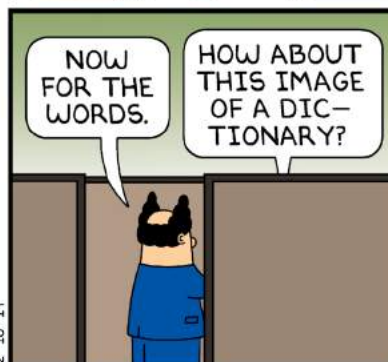
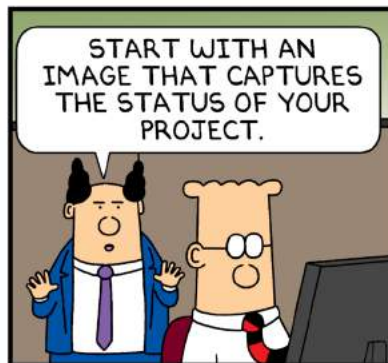


WE NEED TO TALK.

EACH OF YOU GOT A JAR OF POLONIUM WHEN YOU REGISTERED.



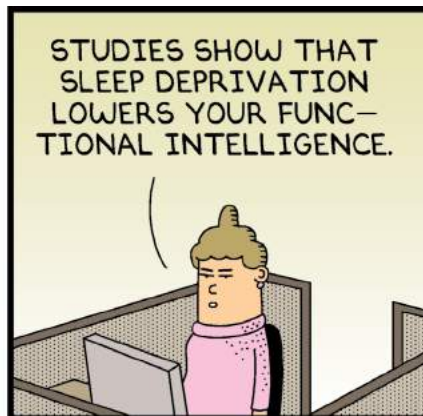
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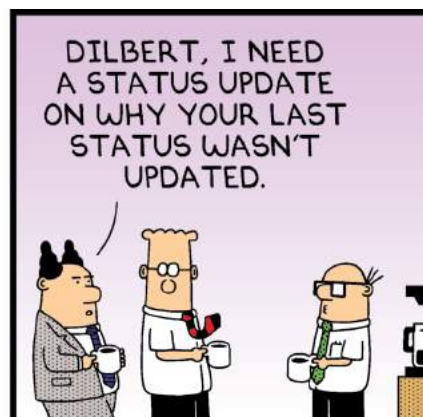
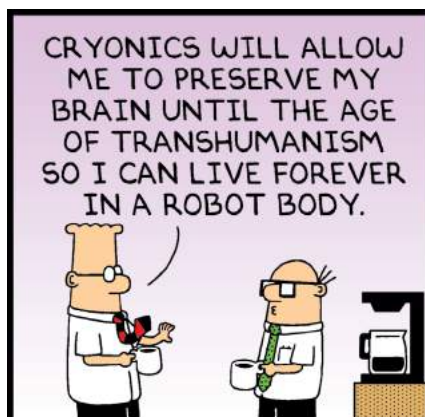




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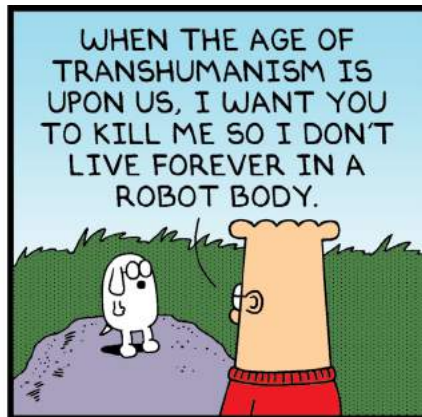


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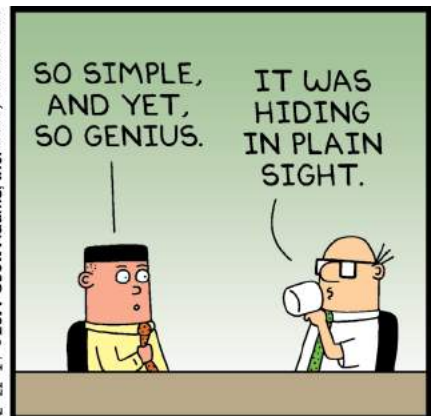


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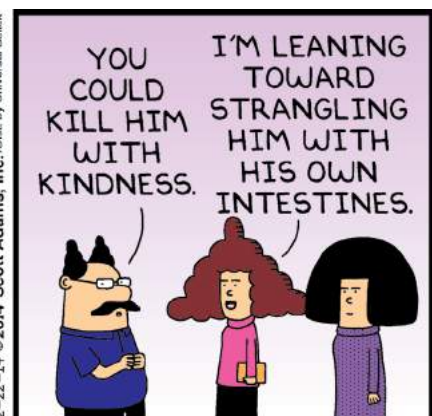




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HELLO, DOWNTRODDEN  
EMPLOYEE. I AM ONE  
OF YOU, AND NOT AN  
AWESOME PERSON IN  
DISGUISE.



I PUT SPIDER EGGS IN  
MY BOSS'S COFFEE IN  
THE HOPE THAT SOME  
SURVIVE AND BURROW  
OUT OF HIS BODY.



WHAT  
HAVE YOU  
LEARNED  
SO FAR?

I LEARNED  
THAT  
KNOWLEDGE  
IS OVER-  
RATED.



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OUR GOAL IS TO  
SHIP A MILLION  
UNITS THIS  
QUARTER.

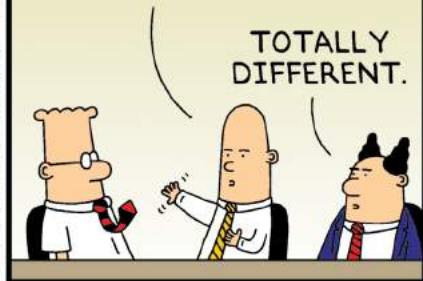


DO WE HAVE ANY  
GOALS THAT INVOLVE  
MAKING CUSTOMERS  
HAPPY?



I'M TALKING ABOUT  
**OUR** GOALS, NOT  
**THEIR** GOALS.

TOTALLY  
DIFFERENT.



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TED, I WANT YOU TO  
GIVE A SPEECH TO TEN  
THOUSAND CONFERENCE  
ATTENDEES.



YOU'LL BE  
GREAT. DON'T  
GET STRESSED.



I SAID,  
"DON'T."



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I'M HAPPY TO REPORT  
THAT I ACHIEVED  
EVERY GOAL YOU SET  
FOR ME LAST YEAR.



BUT YOU FAILED TO  
ACHIEVE THE SECRET  
GOALS I SET FOR YOU.



WHY  
WOULD  
YOU HAVE  
SECRET  
GOALS FOR  
ME? !!

FOR  
THIS  
EXACT  
SITU-  
ATION.



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FOR SOME REASON,  
YOUR WRITTEN GOALS  
FOR LAST YEAR WERE  
"DRINK LOTS OF COFFEE"  
AND "DISRESPECT  
AUTHORITY."



MAYBE NEXT YEAR  
**YOUR** GOAL SHOULD  
BE SOMETHING ABOUT  
READING **MY** GOALS  
BEFORE YOU SIGN THEM.



ACCOMPLISHING  
STUFF FEELS GOOD.  
YOU SHOULD TRY IT.

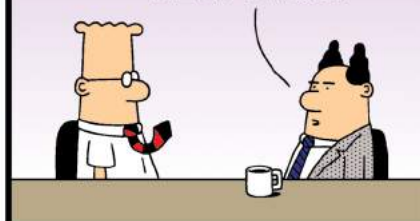


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STUDIES SHOW THAT  
OFFERING CUSTOMERS  
TOO MANY OPTIONS  
CAN PREVENT THEM  
FROM BUYING.



STUDIES? ??  
|  
THAT DOESN'T  
SOUND LIKE A  
REAL THING.

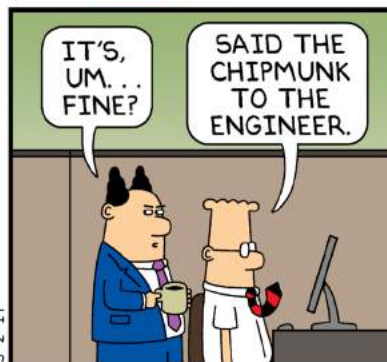
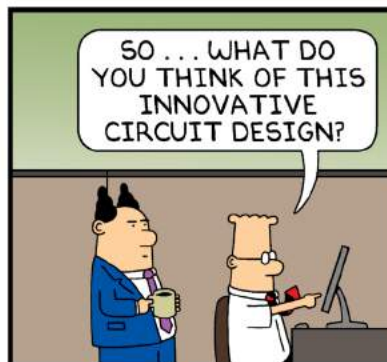
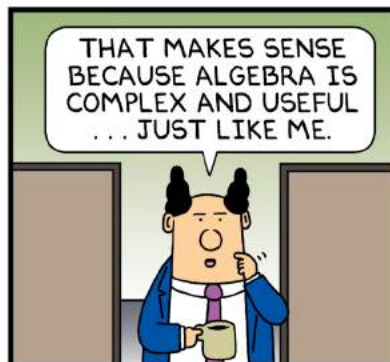
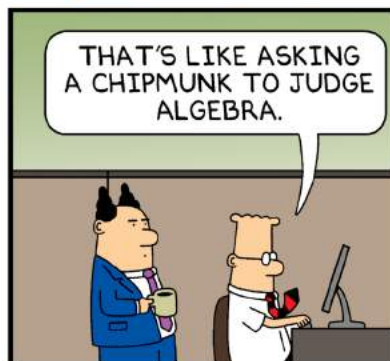


I DON'T  
KNOW  
WHAT  
TO DO  
NOW.

MAYBE  
**THAT'S**  
THE  
PROBLEM.

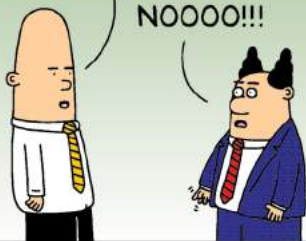


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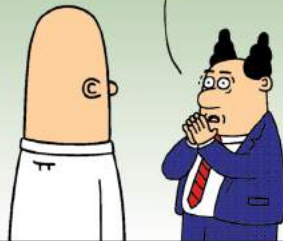


I'M ELIMINATING  
ALL MANAGEMENT  
LEVELS AND MAKING  
US A HOLACRACY.

NOOOO!!!



PLEASE DON'T MAKE  
ME EQUAL TO THE  
UNDERLINGS I'VE BEEN  
ABUSING FOR YEARS!



IN MY DEFENSE, I  
THOUGHT I WOULD  
ALWAYS HAVE MY  
BOOT ON YOUR NECK.

SHUSH.



NOW THAT WE'RE  
ORGANIZED AS A  
HOLACRACY, I HAVE  
NO IDEA WHAT I  
SHOULD BE DOING.



HOLACRACY INVOLVES  
DYNAMIC GOVERNANCE,  
TRANSPARENT OPER-  
ATIONS, AND HARNES-  
SING YOUR CONSCIOUS  
CAPACITY.



THAT  
SOUNDS  
LIKE  
"WANDER  
AROUND."

TRY TO  
DO IT  
DYNAM-  
ICALLY.



NOW THAT WE'RE  
ORGANIZED AS A  
HOLACRACY, I NEED  
TO LEARN HOW TO  
LOOK BUSY LIKE THE  
REST OF YOU.



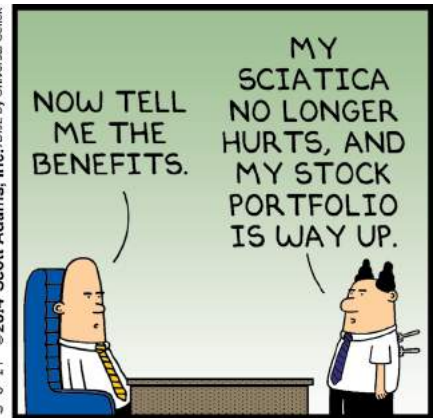
TRY WALKING INTO  
PEOPLE'S CUBICLES  
WITHOUT AN INVITA-  
TION AND BABBLING  
ABOUT THINGS THEY  
DON'T CARE ABOUT.



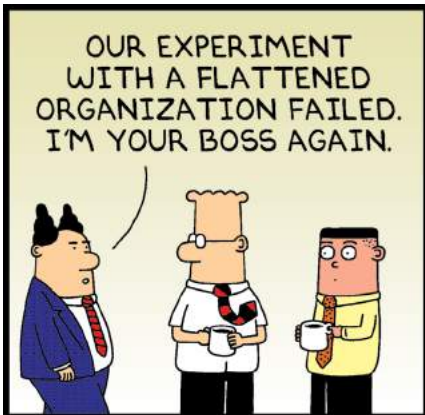
I SHOULD  
WRITE  
THIS DOWN.



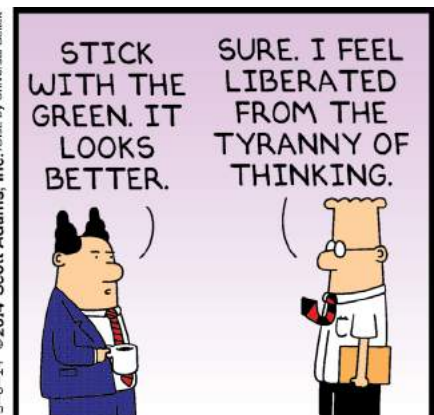




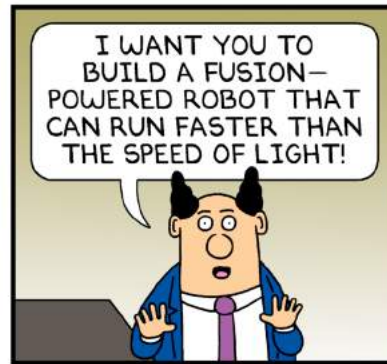
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MY STRESS IS  
WAY DOWN SINCE I  
DISCOVERED THAT  
ALL HUMANS ARE  
IRRATIONAL.



CLEARLY THAT  
COMMENT IS  
DIRECTED AT ME.  
NOW I HATE YOU  
FOREVER!



DA-DEE  
DA-DUM



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I THOUGHT  
YOU WERE  
TELECOM-  
MUTING THIS  
WEEK.



IT  
WAS TOO  
EXHAUST-  
ING.



I HAVE NO  
FOLLOW-UP  
QUESTIONS.



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### TOPPER

I SEE YOU HAVE  
A PHONE WITH A  
TINY SCREEN.



THAT MUST BE  
EMBARRASSING  
COMPARED TO MY  
ENORMOUS PHONE.



IS IT  
EXPEN-  
SIVE?



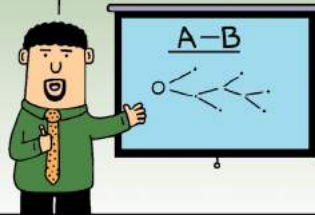
IT PAID  
OFF MY  
MORTGAGE  
BY MINING  
BITCOINS.



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I DID A-B TESTING  
AND FOUND THE SEARCH  
TERMS THAT BRING  
THE MOST PEOPLE TO  
OUR SITE.



THE MOST EFFECTIVE  
SEARCH TERMS ARE  
"WINGLESS SKUNK,"  
"JUNKYARD SNACK,"  
AND "PLANNED INJURY."



TOPPER

WELL, *DUH!*  
YOU COULD HAVE  
JUST ASKED ME.



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I'LL JUST SEND A  
QUICK TEXT TO  
PAUL.



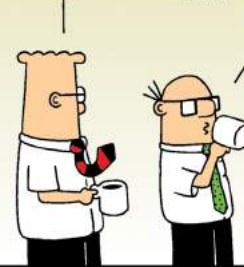
PAUL HAS A  
HEARING AID,  
SO TYPE IN  
ALL CAPS.

GOOD  
IDEA.



THAT'S  
MESSED  
UP.

A  
LITTLE.



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**BUWHAHAHA!**  
I'M USING  
A-B TESTING  
TO MANIPULATE  
IRRATIONAL  
HUMANS!



**BEND TO MY WILL  
AND CHOOSE THE  
ORANGE BUTTON,  
YOU MINDLESS  
CLICK-PUPPETS!**

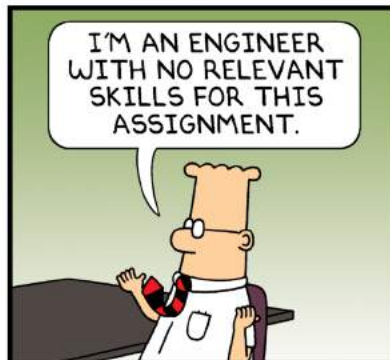


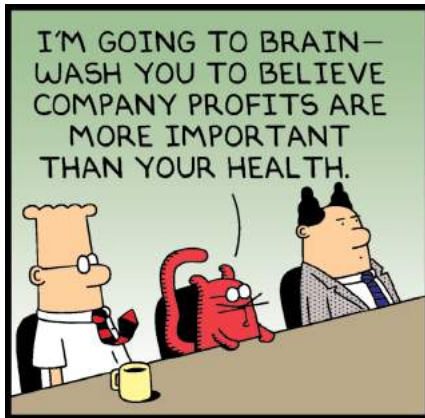
AND  
THIS IS  
LEGAL?

**I OWN  
YOU NOW!**



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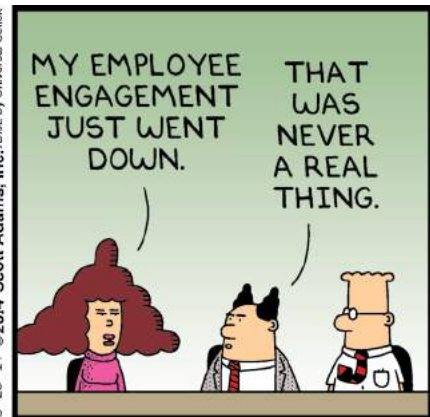


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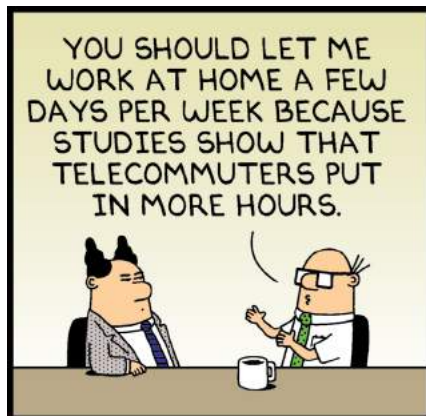


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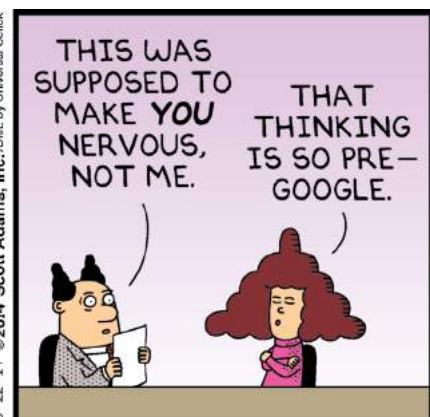




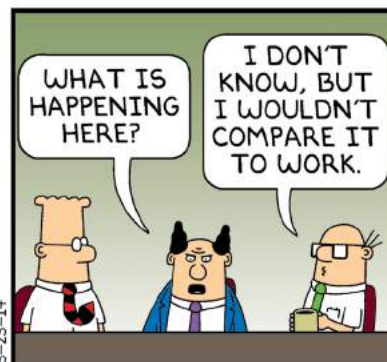
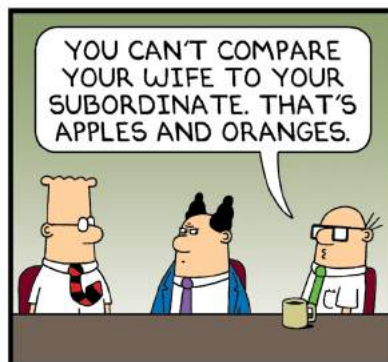
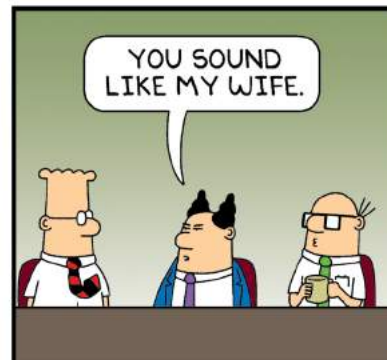
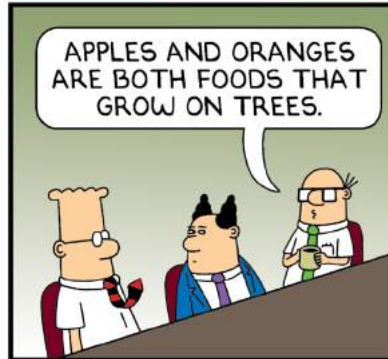
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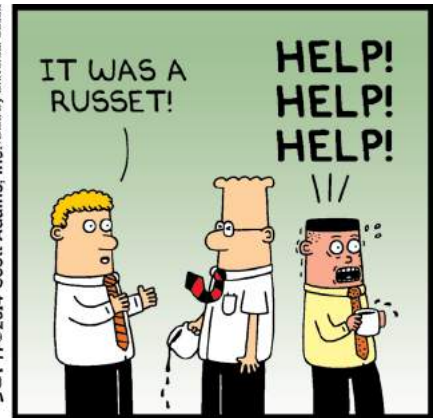
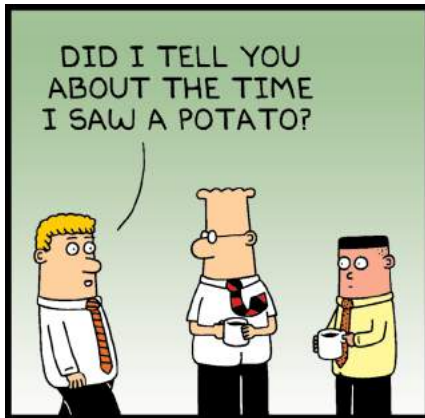
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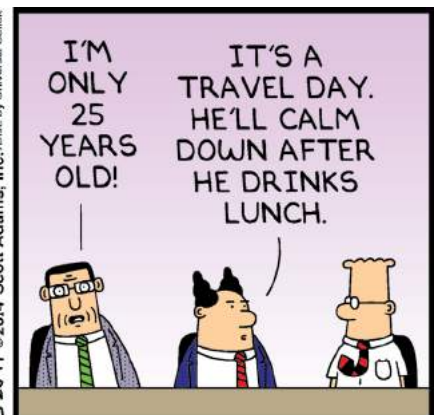
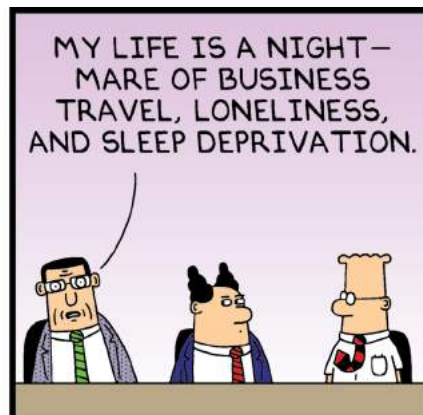




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CONSULTANT FROM  
BOOZE MUHKIDNEY

ALL I DO IS TRAVEL,  
WORK, AND EAT  
UNHEALTHY FOOD.



I'M A TOTAL FAILURE  
AT MANAGING MY OWN  
LIFE, AND YET PEOPLE  
HIRE ME FOR BUSINESS  
ADVICE.



I HAVEN'T  
SLEPT  
SINCE  
OCTOBER.

I WAS  
TOLD THERE  
WOULD BE  
POWER—  
POINT  
SLIDES.



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I HAVEN'T SLEPT  
SINCE OCTOBER  
BECAUSE THE CULTURE  
OF CONSULTING FIRMS  
IS ANTI-HEALTH.



I'M FLAT-  
LINING!



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FALSE ALARM. I'M  
BACK. WHO WANTS  
TO MAKE SOME  
GRAPHS?



ALICE, YOUR GOOD  
WORK HAS SAVED  
THE COMPANY OVER  
A BILLION DOLLARS.



BUT I CAN'T GIVE  
YOU A RAISE BECAUSE  
YOU ONCE HAD A  
PERSONAL ITEM ON  
YOUR DESK.



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HOW ARE  
THOSE  
THINGS  
EQUAL?!!

AND HERE  
COMES THE  
INSUBOR-  
DINATION.





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3-30-14

WHAT CAN I DO TO HELP  
YOU OPERATIONALIZE  
OUR STRATEGY?



YOU COULD STOP  
TALKING LIKE A  
PUPPET THAT ATE  
A DICTIONARY.



I DON'T  
KNOW HOW  
ANALOGIES  
WORK.

I'M  
COUNTING  
ON THAT.



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THE UNIVERSE IS  
FULL OF DARK MATTER,  
QUANTUM STRANGE-  
NESS, AND HIDDEN  
DIMENSIONS.



IN SUCH A UNIVERSE,  
CAN WE REALLY KNOW  
WHETHER OR NOT I  
DID MY ASSIGNMENT?



HOW'D  
THE NEW  
EXCUSE  
WORK  
OUT?

IT DID WELL  
IN THE A-B  
TEST AGAINST  
"YOU NEVER  
TOLD ME TO  
DO THAT."



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I STARTED  
AN ONLINE  
MARKETPLACE  
FOR DUMB  
CRIMINALS.



AS SOON AS I GET  
ENOUGH USERS, I'LL  
STEAL ALL OF THEIR  
BITCOINS.  
**BUWHAHAHAHA!**



IS THIS  
MORALLY  
DEFEN-  
SIBLE?

HERE'S MY  
ARGUMENT:  
**KA-CHING!**  
**KA-CHING!**



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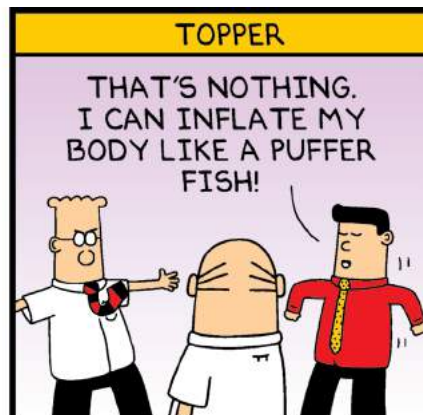
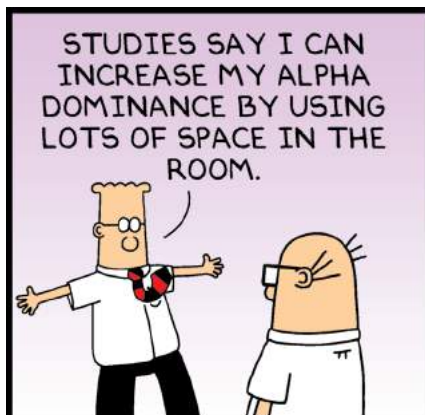




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YOU DON'T  
SHOW ENOUGH  
PASSION FOR  
YOUR JOB.



STOP INTERRUPTING  
MY WORK WITH YOUR  
STUPID, TRENDY  
MANAGEMENT JARGON!



WAS THAT BETTER  
OR WORSE? I DON'T  
KNOW HOW TO TELL.



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4-7-14

OUR CEO WAS INJURED  
WHEN A STEAMER TRUNK  
FULL OF ROLEX WATCHES  
FELL OUT OF HIS LUGGAGE  
HELICOPTER AND LANDED  
ON HIS YACHT.

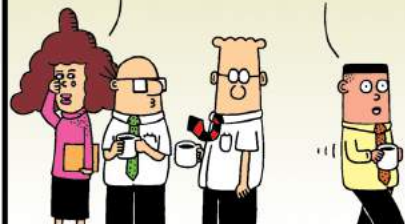


THEY SAY TIME  
FLIES WHEN YOU'RE  
HAVING FUNDS.



OUR  
INTERN IS  
GROWING  
UP SO FAST.

THE  
WALK-OFF  
IS WHAT  
SELLS IT!



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4-8-14

THE BOARD WANTS YOU  
TO BE OUR ACTING CEO  
UNTIL OUR REGULAR CEO  
RECOVERS FROM HIS  
ROLEX ACCIDENT.



BUWHAHAHA!!!  
THE POWER HAS  
GONE TO MY HEAD  
AND OBLITERATED  
MY LAST CRUMB OF  
HUMAN DECENCY!



YOU'RE  
CREEPING  
ME OUT.

I'M GOING  
TO BUFF  
MY SHOES  
WITH YOU,  
MY FURRY  
FRIEND.



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4-9-14



THE BOARD NAMED  
ME TEMPORARY CEO.  
AND GUESS WHO IS  
COMING WITH ME TO  
THE C-LEVEL SUITE!



IT'S  
ME!



NO. AND YOU'RE  
ALSO A TERRIBLE  
GUESSER.



ACTING CEO

NO ONE TOLD  
ME WHAT I'M  
SUPPOSED TO DO  
IN THIS JOB.



80% OF THE JOB  
IS BACK-SLAPPING  
AND FIRING PEOPLE.



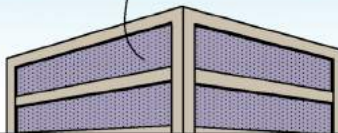
GOOD JOB, TED. BUT  
NOT GOOD ENOUGH.



I HEARD THAT WHILE  
YOU WERE ACTING  
CEO YOU ...



... MURDERED NINE  
EMPLOYEES, BOUGHT AN  
UNPROFITABLE START-UP  
AND EMBRACED A NEW  
MANAGEMENT FAD THAT  
IS NOTHING BUT  
RIDICULOUS JARGON AND  
WISHFUL THINKING.



NO ONE  
LIKES A  
SHOW-  
OFF.



I SWEAR  
IT WAS  
JUST  
LUCK.



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NO ONE "LIKES" MY  
FACEBOOK POSTS.



HOW MANY  
FACEBOOK  
FRIENDS DO  
YOU HAVE?

SEVEN.



ARE THEY  
ALL CLOSE  
FRIENDS?

HOW DO  
YOU  
DEFINE  
"CLOSE"?



HAVE YOU EVER  
INVITED ANY OF  
THESE PEOPLE TO  
YOUR HOUSE?



WHY WOULD I  
DO THAT?

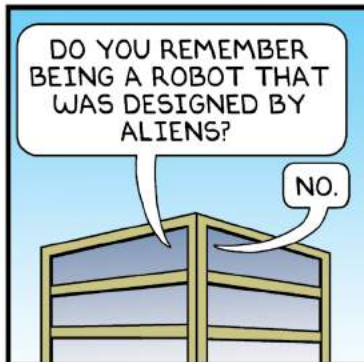


I CAN'T FIX YOUR  
PROBLEM. SO INSTEAD,  
I'LL PLANT SOME FALSE  
MEMORIES AND TRY TO  
FIX THOSE LATER.



DO YOU REMEMBER  
BEING A ROBOT THAT  
WAS DESIGNED BY  
ALIENS?

NO.



ARE  
YOU  
**SURE?**

I WAS.

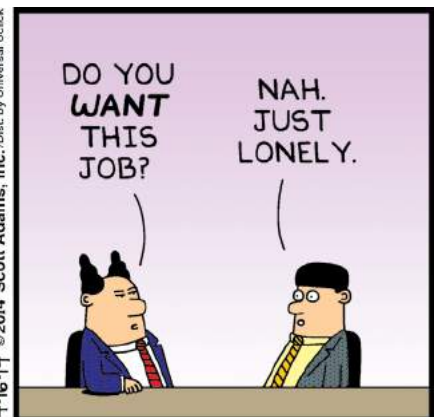




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I'M ONLY ALLOWED  
TO ASK INTERVIEW  
QUESTIONS THAT HAVE  
BEEN APPROVED BY  
HUMAN RESOURCES.



AND THEY HAVEN'T  
APPROVED ANY YET.  
SO ALL I CAN DO  
IS MAKE RANDOM  
STATEMENTS.



AN  
OSTRICH'S  
EYE IS  
BIGGER  
THAN ITS  
BRAIN.



SO IS  
MINE!



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TINA, I NEED YOU TO  
WRITE A COMPANY  
"ORIGIN STORY." ALL  
THE COOL COMPANIES  
HAVE THEM.



WHY?



WHY? WELL, FOR  
STARTERS, WE NEED IT  
FOR VARIOUS THINGS.  
AND SO ON.



I DON'T  
THINK I  
CAN BE ANY  
CLEARER.

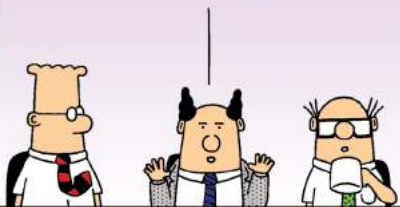


I DON'T  
THINK  
YOU CAN  
EITHER.



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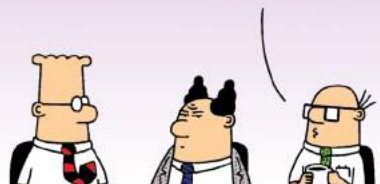
THE BEST ADVICE  
ANYONE EVER GAVE  
ME WAS "BE TRUE  
TO YOURSELF."



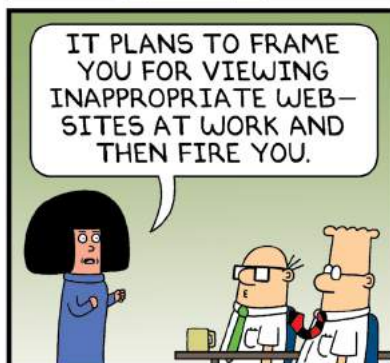
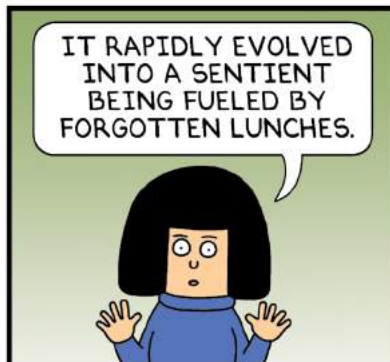
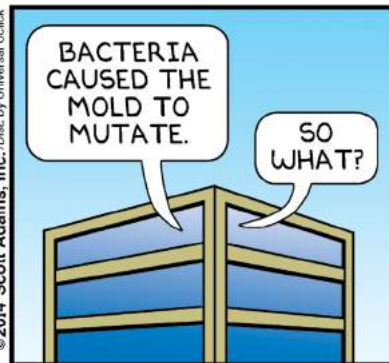
THAT LITERALLY  
DOESN'T MEAN  
ANYTHING.



I USUALLY DON'T  
LIKE TO GET INVOLVED,  
BUT YOU MAKE ME  
CURIOUS WHAT THE  
**WORST** ADVICE WAS.



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THE TRAVEL BUDGET IS FROZEN SO WE CAN MEET OUR INCOME ESTIMATES FOR THIS QUARTER.



IS THAT BECAUSE ALL BUSINESS TRAVEL IS A WASTE OF TIME OR BECAUSE WE NO LONGER CARE ABOUT LONG-TERM PROFITABILITY?



TAKE AS LONG AS YOU NEED.

UM...



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I NEED AN EXCEPTION TO THE TRAVEL BUDGET FREEZE SO I CAN FIX AN IMPORTANT CUSTOMER'S TECHNICAL PROBLEM.



NO, BECAUSE ARBITRARY FINANCIAL TARGETS ARE MORE IMPORTANT THAN SATISFYING CUSTOMERS.



WAIT... WHY DOES THAT SOUND BAD WHEN I SAY IT OUT LOUD?

IF IT MAKES YOU FEEL BETTER, I WASN'T LISTENING.

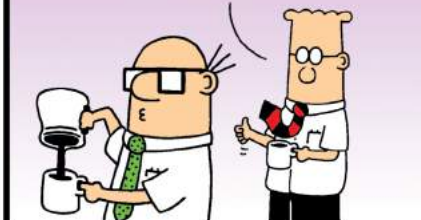


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I READ THAT USING PEOPLE'S NAMES AND GIVING INSINCERE COMPLIMENTS WILL MAKE ME LIKEABLE.



GOOD JOB POURING THAT COFFEE, WALLY. YOU DIDN'T SPILL A DROP.



I DON'T FEEL ANY DIFFERENT.

MAYBE THE PROBLEM IS ON YOUR END.



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EXPERTS SAY I CAN  
IMPROVE MY LIKE-  
ABILITY BY SHOWING  
THAT I REMEMBER  
THINGS THAT PEOPLE  
HAVE TOLD ME.



FOR EXAMPLE, THERE  
WAS THE TIME YOU  
SAID YOU ALWAYS GO  
TO FUNERALS DRESSED  
AS A CLOWN TO KEEP  
THINGS LIGHT.



I  
NEVER  
SAID  
THAT!

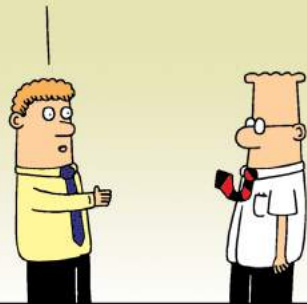


ARE YOU  
SURE? I TOLD  
EVERYONE  
YOU DID.



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HI. I'M  
RANDY.



I CAN'T MEMORIZE  
NAMES AND SHAKE  
HANDS AT THE SAME  
TIME.



IT'S  
RANDY.



DON'T EVEN  
BOTHR.  
SERIOUSLY.



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HEY, DILBERT.  
WE MET LAST  
WEEK.



WE  
DID?

I ONLY TRY TO  
REMEMBER THINGS  
THAT MIGHT BE  
IMPORTANT. EVERY-  
THING ELSE I FLUSH.



MY NAME  
IS RANDY.



FLUSH

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I NEED YOU TO WRITE  
A BUSINESS PLAN FOR  
OUR NEW LINE OF  
PRODUCTS.



IS THAT BECAUSE  
BUSINESS PLANS HAVE  
A GOOD TRACK RECORD  
OF BEING USEFUL AND  
ACCURATE?



NO, IT'S  
NOTHING  
LIKE THAT.



GOOD,  
BECAUSE  
I PLAN TO  
MAKE UP  
ALL OF THE  
NUMBERS.



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I HAD A QUESTION  
ABOUT YOUR FEEDBACK  
ON MY BUSINESS PLAN.



YOU CALLED IT A  
"LUMBERING MONUMENT  
TO INCOMPETENCE,  
DISHONESTY AND COR-  
PORATE DYSFUNCTION."



WHAT'S  
YOUR  
QUESTION?



DO YOU  
THINK IT  
SHOULD BE  
LONGER?



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I NEED YOU TO MAKE  
A POWERPOINT DECK  
FOR MY MEETING WITH  
INVESTORS.



I'LL BE TELLING THEM  
EVERYTHING I KNOW  
ABOUT TECHNOLOGY,  
COMPETITION, AND THE  
INDUSTRY.



SO ...  
JUST THE  
ONE SLIDE?

HUH?



HOW BIG  
DO THESE  
FONTS GO?



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I EMAILED YOU THE  
POWERPOINT SLIDE  
FOR YOUR INVESTOR  
MEETING.



I DUMBED DOWN  
THE TECHNICAL  
STUFF FOR YOU  
NON-ENGINEERS.



"TECH-  
NOLOGY:  
IT BE  
GOOD."

I WOULDN'T  
TAKE  
QUESTIONS.



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MY PROJECT IS COMING  
ALONG GREAT. EVERY-  
THING IS ON TIME  
AND UNDER BUDGET.



DO YOU REALLY EXPECT  
ME TO BELIEVE THAT  
**EVERYTHING** YOU'RE  
WORKING ON IS GOING  
SMOOTHLY?



NO, BUT APPARENTLY  
YOU BELIEVE I WORK,  
AND I DIDN'T SEE THAT  
COMING EITHER.

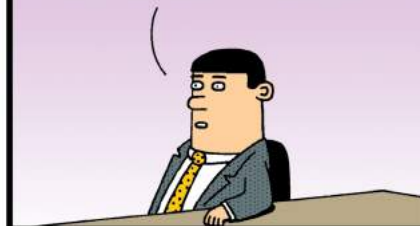


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YOUR LAST JOB WAS  
DOING PUBLICITY FOR  
A FAMOUS MAGICIAN.  
WHY DID YOU LEAVE?



MY BOSS FIRED ME  
AFTER THE TRICK  
WHERE HE STAYED IN  
A SEWER FULL OF  
RATS FOR A MONTH.

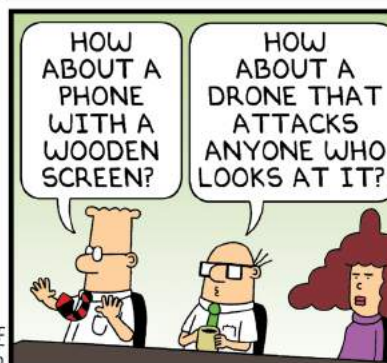
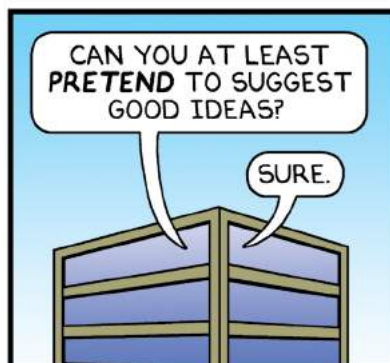
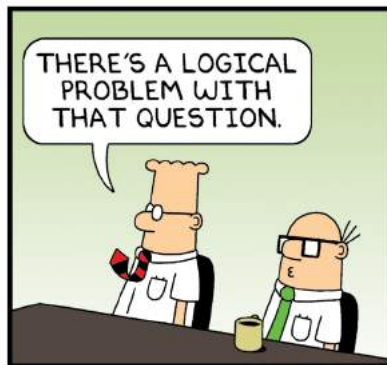


I DIDN'T  
HEAR  
ABOUT  
THAT.

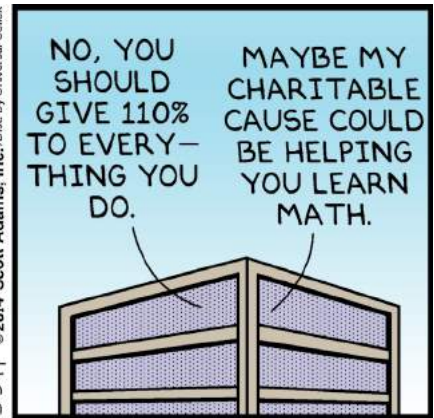
I FORGOT  
TO TELL  
ANYONE  
IT WAS  
HAPPENING.



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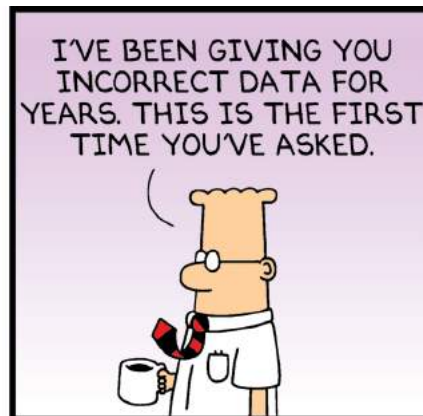
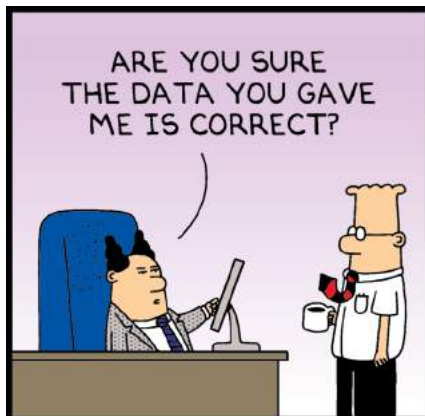




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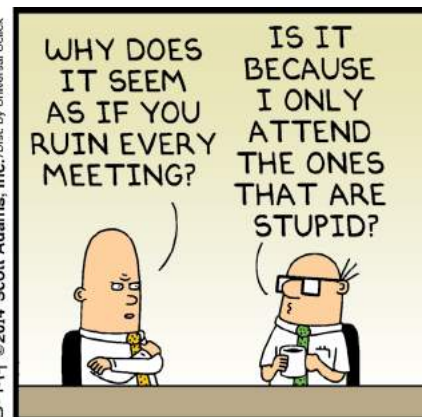


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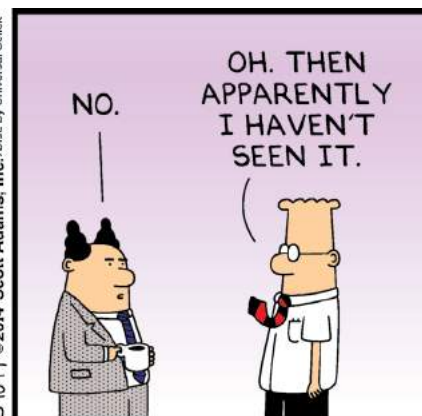
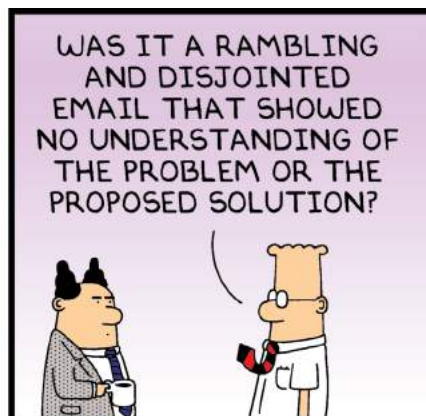




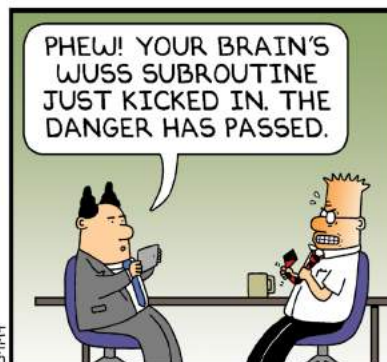
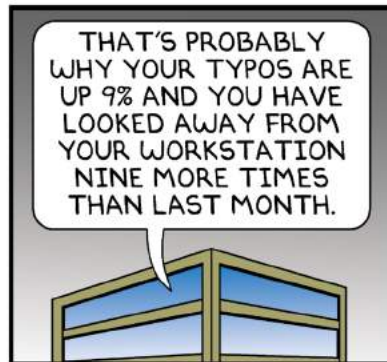
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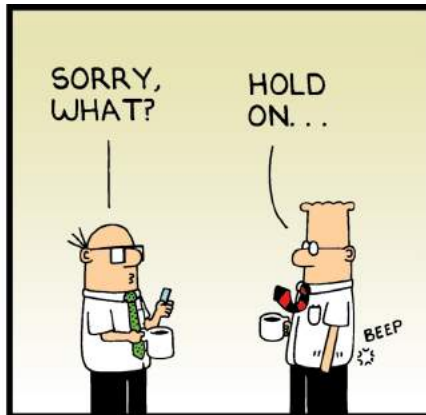
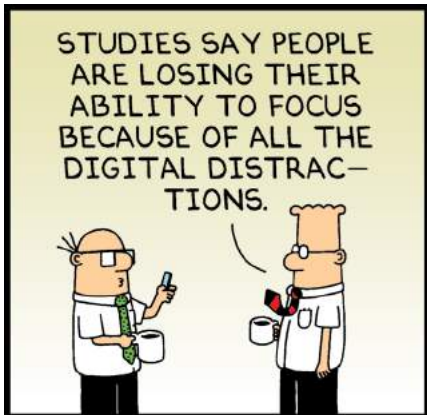
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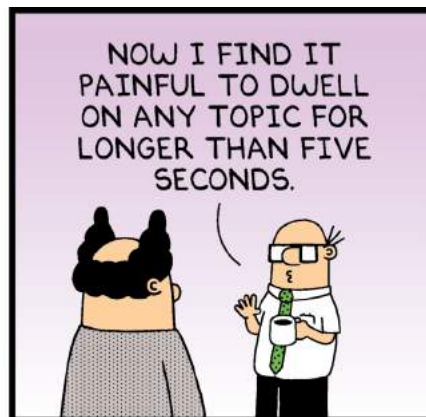
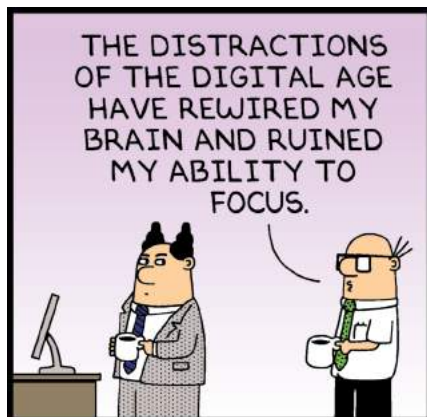




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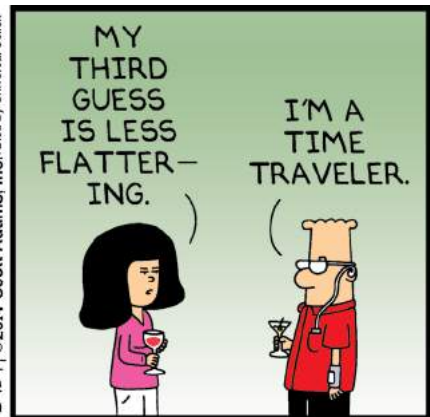
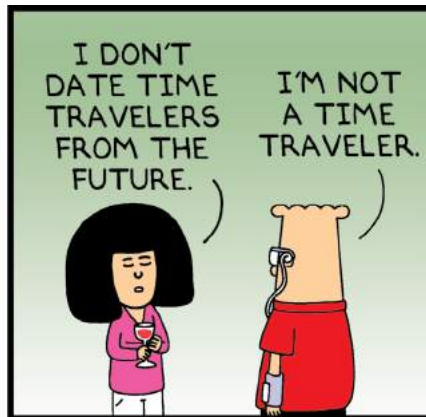
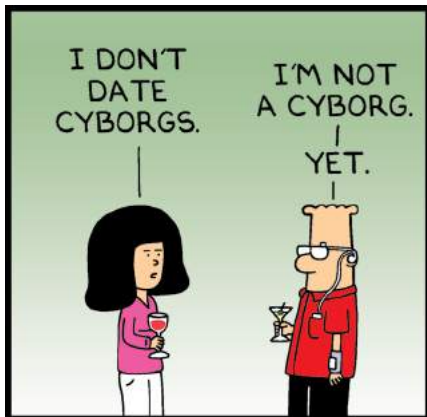


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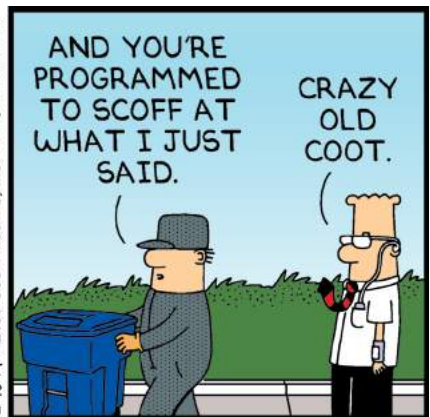
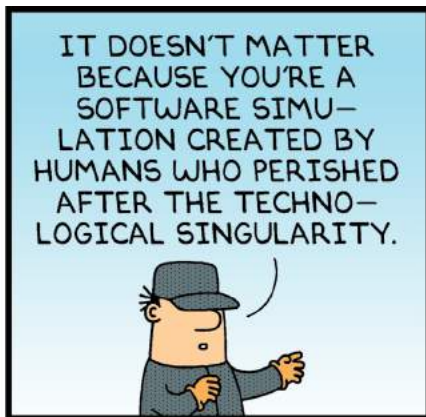


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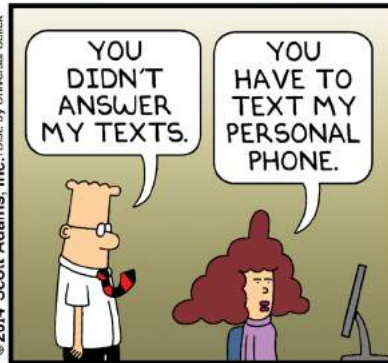
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WHY PHISHING SCAMS  
KEEP WORKING

Enter  
your bank  
account  
number.

SCAM.



WAIT FOR IT

Enter  
your bank  
account  
number.

SCAM.



THERE IT IS

Enter  
your bank  
account  
number.

OKEY-  
DOKEY.



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I LOST ALL OF  
MY MONEY TO A  
PHISHING SCAM.

MUST...  
STIFLE...  
LAUGH.



MMMPPH!  
PRESSURE IS  
BUILDING. MUST  
CONTAIN...



ARE YOU BEING  
SUPPORTIVE? I  
CAN'T TELL.

MMMPPH!



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DID YOU READ THE  
ARTICLE I FORWARDED  
ABOUT THE TEN THINGS  
EVERY LEADER SHOULD  
BE DOING?



I DEFENDED YOUR  
HONOR BY WRITING A  
BLOG POST SAYING  
YOU DON'T DO ANY OF  
THOSE THINGS AND  
YOU STILL  
GET PAID.



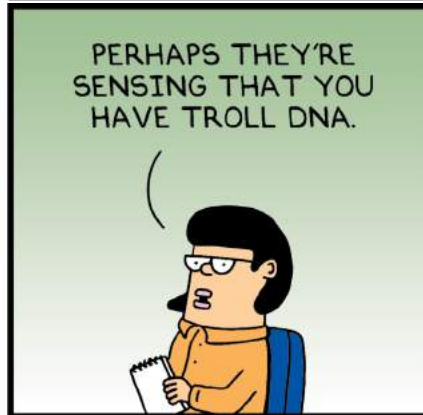
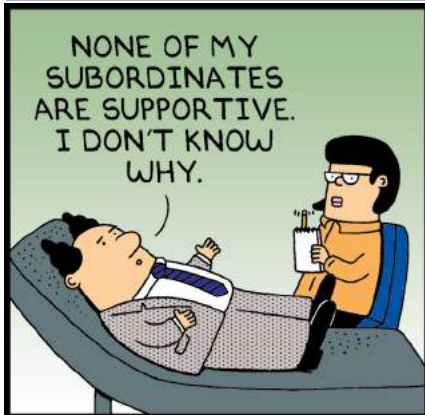
WHY  
DOESN'T  
THIS FEEL  
SUPPOR-  
TIVE?

THAT'S ONE  
OF LIFE'S  
LITTLE  
MYSTERIES.

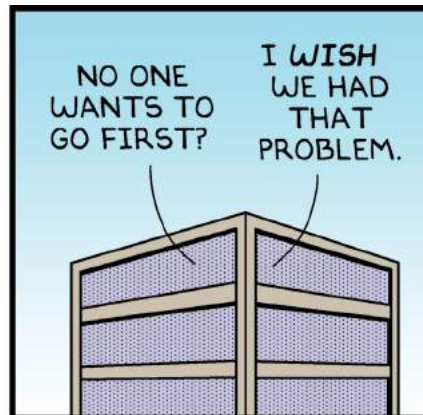


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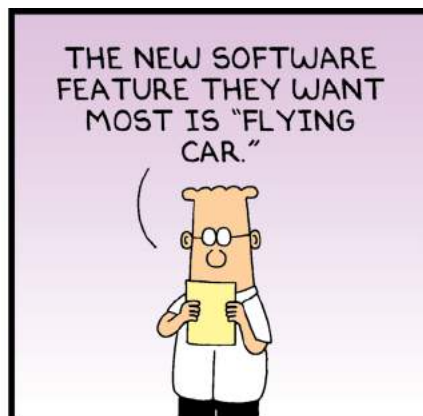




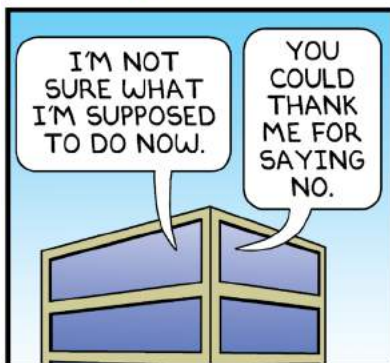
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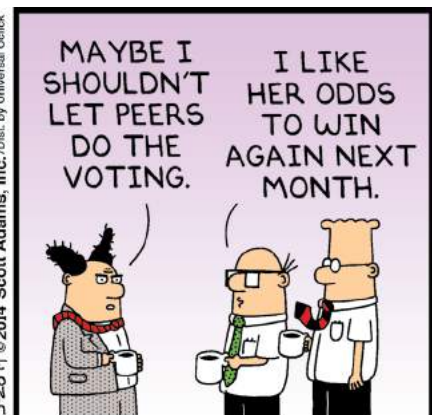




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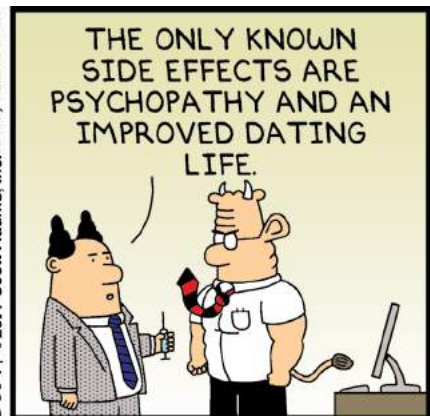


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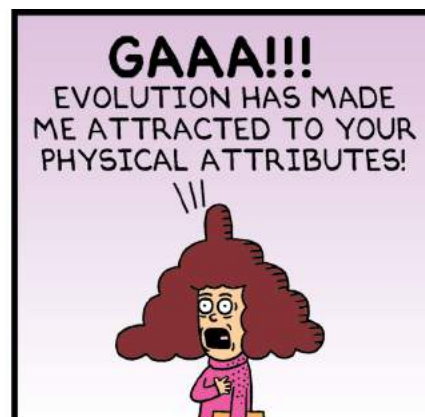




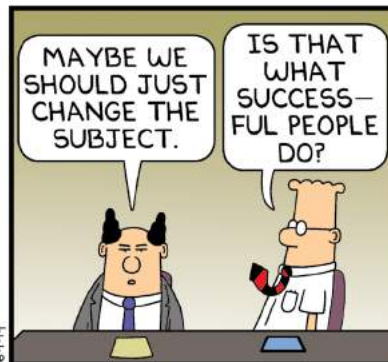
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YOU'VE SET SEVERAL  
WORLD RECORDS FOR  
BEST EMPLOYEE JOB  
PERFORMANCE.



BUT I CAN'T GIVE YOU  
A RAISE BECAUSE YOU  
USED JOB PERFORMANCE  
ENHANCING DRUGS.



YOU IN-  
JECTED ME  
AGAINST  
MY WILL.

IT WOULDN'T  
BE LEADER-  
SHIP IF YOU  
**WANTED** TO  
DO IT.



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OUR BOSS INJECTED  
ME WITH JOB PERFOR-  
MANCE ENHANCING  
DRUGS.



JOB  
PERFORMANCE  
BE GONE!



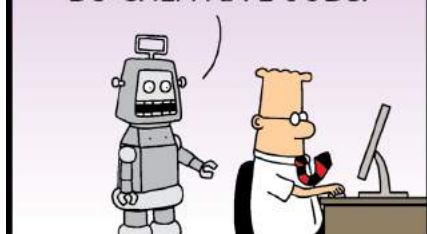
APPARENTLY,  
I CAN DO  
THAT NOW.

I MUST  
FIND MORE  
DISCIPLES.

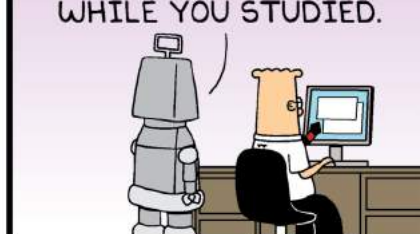


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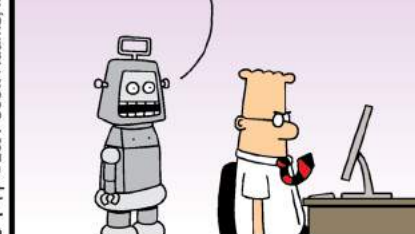
SOMEDAY ROBOTS  
WILL DO ALL OF THE  
TECHNOLOGY WORK AND  
HUMANS WILL ONLY  
DO CREATIVE JOBS.



IF YOU ENGINEERS  
WORK HARD, SOMEDAY  
THE SPOILS WILL GO  
TO THE LIBERAL ARTS  
MAJORS WHO PARTIED  
WHILE YOU STUDIED.

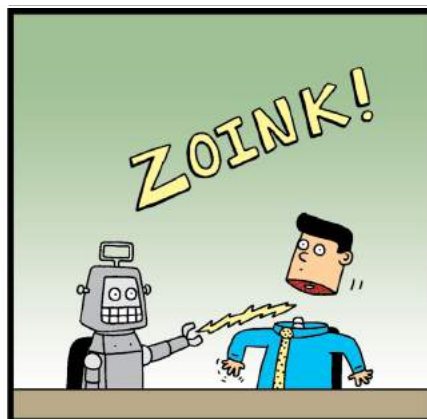
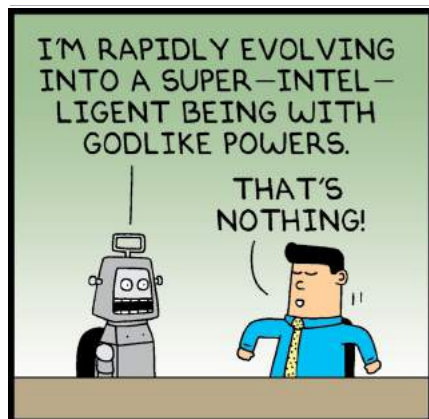


I HEAR GOOD THINGS  
ABOUT ORIGAMI. IT'S  
NOT TOO LATE TO GET  
INTO THAT GAME.



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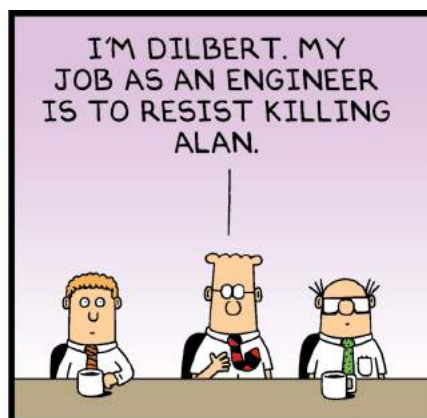




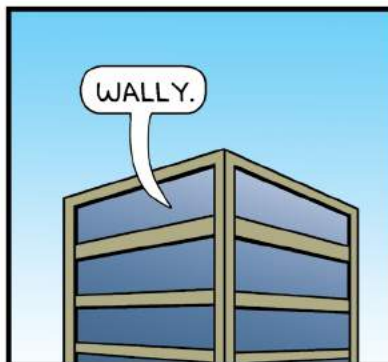
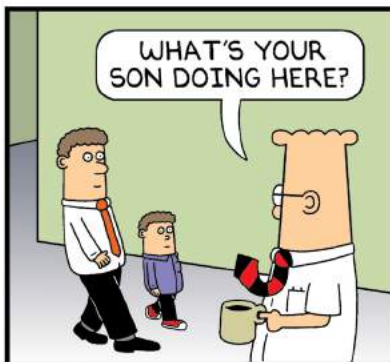
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WE ANNOUNCED HUGE LOSSES, BUT ANALYSTS THOUGHT IT WOULD BE EVEN WORSE, SO OUR STOCK WENT UP.



I'M USING A SIMILAR SYSTEM TO GET A BIG RAISE. FOR YEARS I'VE BEEN LOWERING EVERYONE'S EXPECTATIONS OF MY PERFORMANCE.



NEXT I'LL...

I MADE A PHONE CALL TODAY.



EMPLOYEE OF THE YEAR!



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THE PROBLEM IS THAT WE DON'T KNOW WHAT WE DON'T KNOW.



YOU STOLE THAT SAYING FROM ME.



IT'S A COMMON SAYING. I'VE BEEN USING IT FOR YEARS.



NO, YOU STOLE IT FROM ME.



THIS IS OFFICIALLY THE DUMBEST CONVERSATION I'VE EVER HAD.



THAT'S MY OTHER SAYING!



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I READ THAT WINNING AT ANYTHING BOOSTS YOUR TESTOSTERONE.



I NEED ONE OF YOU UNDERLINGS TO CLEAN THE MOLD OUT OF THE OFFICE FRIDGE.



THAT'S YOUR TOP PRIORITY TODAY.



WHAT'S THIS "WINNING" I KEEP HEARING ABOUT?

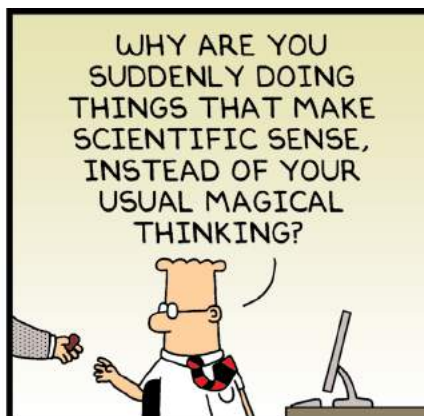
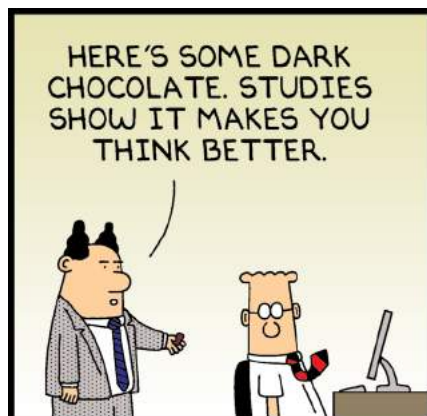


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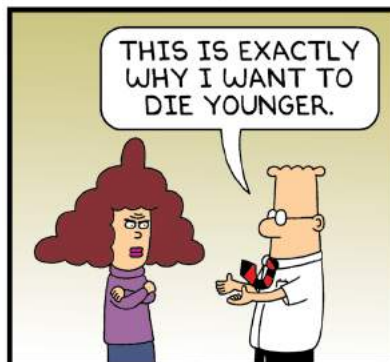
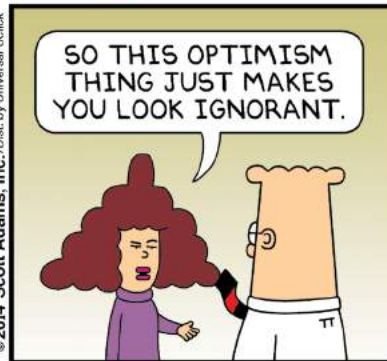
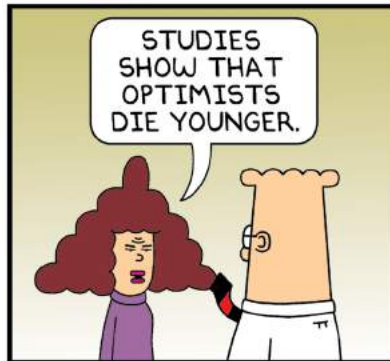
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I NEED YOU TO SIGN  
A NON-DISCLOSURE  
AGREEMENT BEFORE  
WE START.



WE DON'T NEED  
THAT BECAUSE NO  
ONE BELIEVES A WORD  
I SAY ANYWAY.



MAYBE I'M  
MEETING  
WITH THE  
WRONG  
PERSON.

YOU'RE  
MIGHTY  
JUDGY FOR  
A GUY WITH  
SO MANY  
SECRETS.



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STRANGERS KEEP  
BEATING ME UP FOR  
WEARING OUR NEW  
GLASSES PRODUCT  
WITH A CAMERA.



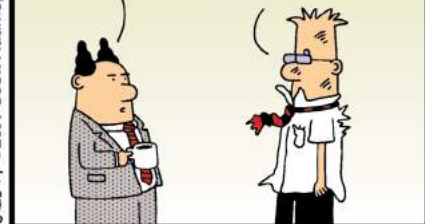
HAVE YOU TRIED  
ACTING LESS CREEPY  
AND DEFENSELESS?

NO.



SOUNDS  
LIKE  
USER  
ERROR.

I JUST  
PHOTO-  
SHOPPED  
YOUR HEAD  
ON A DONKEY.



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HEY, GEEK! WE'RE  
GOING TO BEAT YOU  
UP FOR WEARING  
GLASSES WITH A  
CAMERA.



FOOSH!

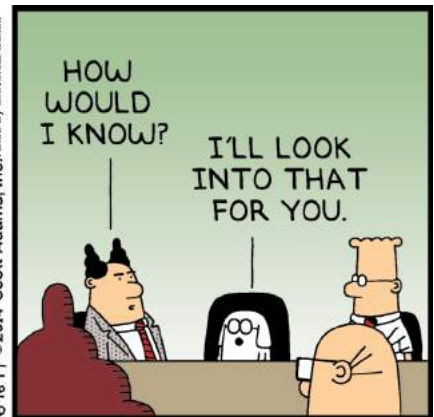


IF I'M BEING HONEST,  
THIS DIDN'T GO THE  
WAY I EXPECTED.



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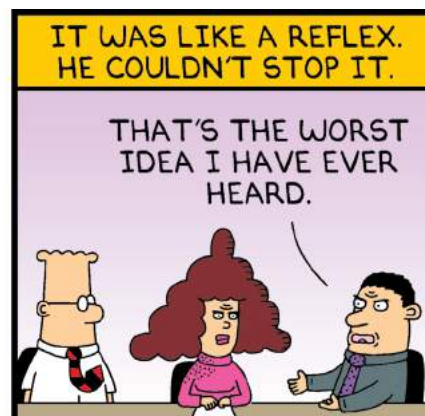
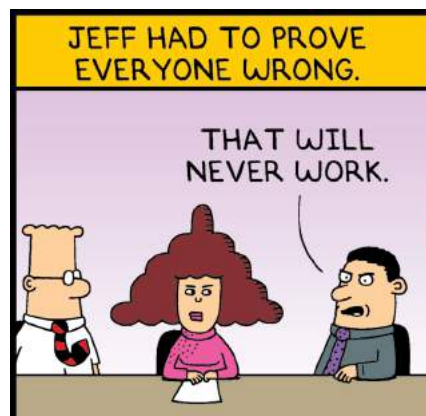




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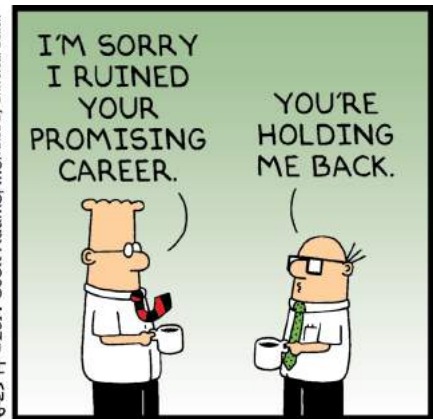


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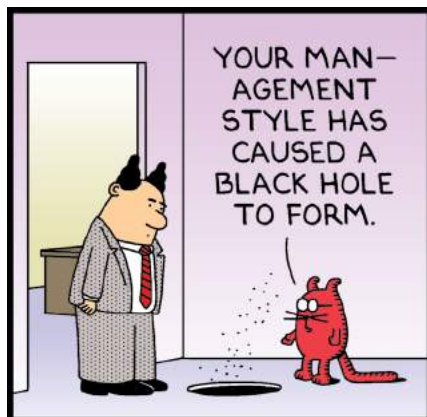




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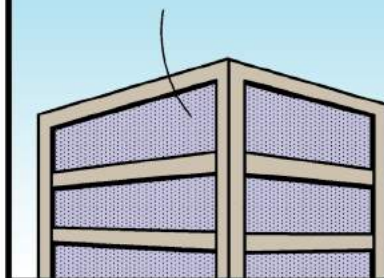
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OUR OFFICERS  
CAME UP WITH A NEW  
COMPANY SLOGAN  
AFTER TWO WEEKS  
AT A RETREAT.



THE NEW SLOGAN IS  
"SHTOP SPITTING AHN  
ME WHEN YOU TALK!"



WE BELIEVE  
ALCOHOL WAS  
INVOLVED.



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I'VE BEEN A SLACKER  
MY ENTIRE CAREER,  
BUT NOW I WANT  
MORE OUT OF LIFE.



MY PLAN IS TO  
LISTEN TO PODCASTS  
WHILE I DRINK  
COFFEE AND SURF THE  
INTERNET FOR FUN.



MULTI-  
SLACKING?



WISH  
ME  
LUCK.



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I HAVE A WORK-  
RELATED INJURY,  
SO I NEED A YEAR  
OFF WITH PAY.

WHAT  
HAPPENED?



I WAS DRINKING  
COFFEE AND LISTENING  
TO A PODCAST WHILE  
SURFING THE INTERNET  
FOR PERSONAL REASONS.

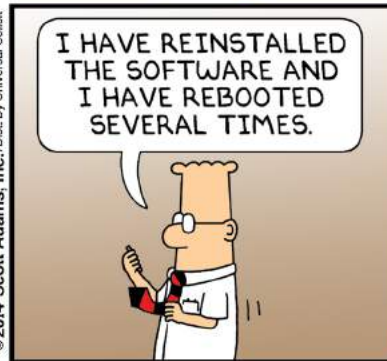
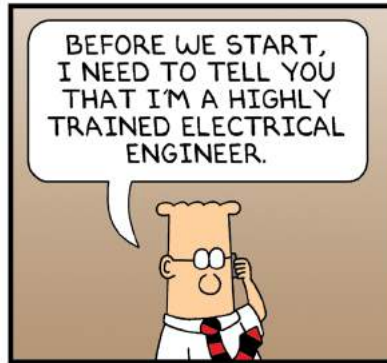


NOW MY  
BUTTOCKS  
HURT.

I THINK  
I'M WITHIN  
MY RIGHTS  
TO KILL YOU.



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YOU DIDN'T ACCOMPLISH ANYTHING THIS MONTH.

SURE I DID.



I DID THE MANDATORY TRAINING THAT HAS NO USE, ATTENDED YOUR MANDATORY MEETINGS THAT DON'T HELP, AND FILLED OUT REGULATORY PAPERWORK FOR THINGS WE DON'T DO.



ARE YOU TRYING TO MAKE A POINT?

NOPE. JUST BEING PRODUCTIVE.



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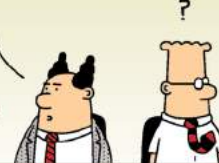
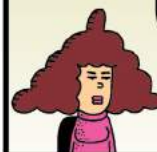
ON THE ADVICE OF OUR CONSULTANT, WE'RE GOING TO REWRITE THE CMS FROM SCRATCH.



HOW MUCH DID YOU PAY THE CONSULTANT FOR THE SAME ADVICE YOUR EMPLOYEES GAVE YOU FOR FREE?



I DON'T PAY CONSULTANTS FOR ADVICE. I PAY THEM TO LEAVE.



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I BROUGHT MY SON TO WORK. DO YOU HAVE ANY CAREER ADVICE FOR HIM?



ALL BOYS YOUR AGE ARE IDIOTS. IF YOU MAKE ANY CAREER DECISIONS TODAY, YOUR LIFE WILL FOREVER BE DETERMINED BY AN IDIOT.



ARE WE EXPECTING ANY UNFORESEEN PROBLEMS TODAY?

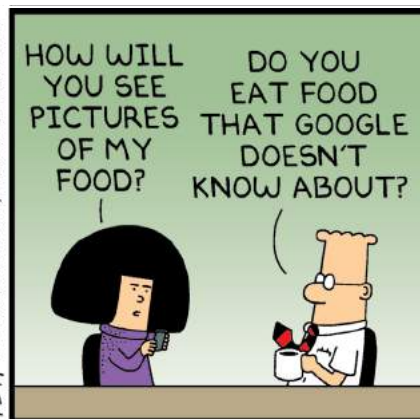
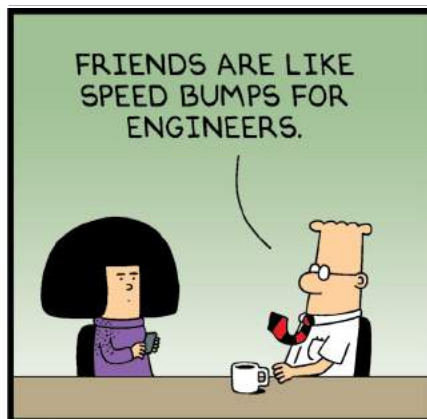


BUT YOU GET USED TO IT.

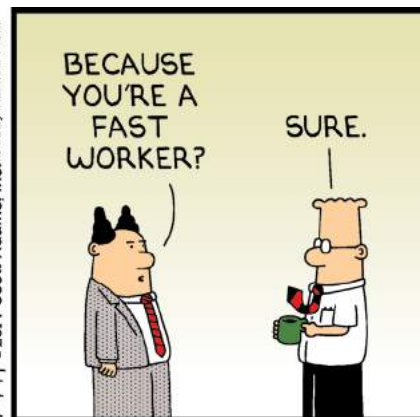
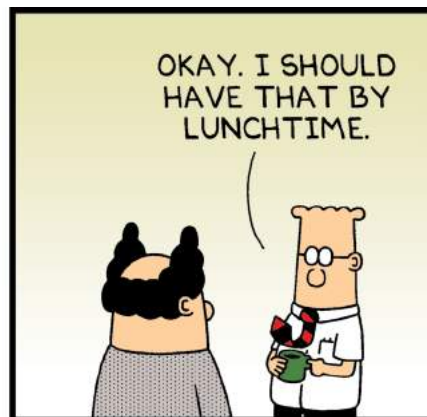
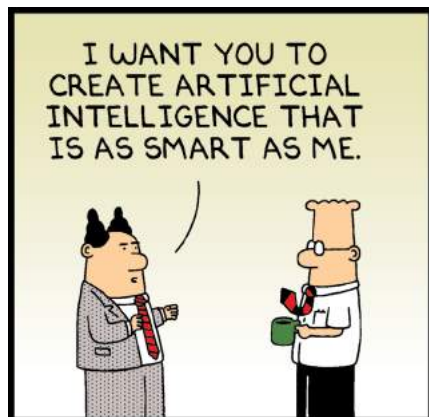


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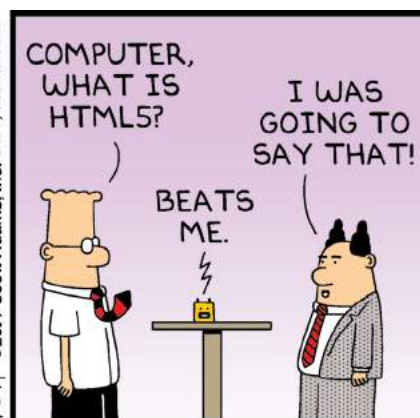
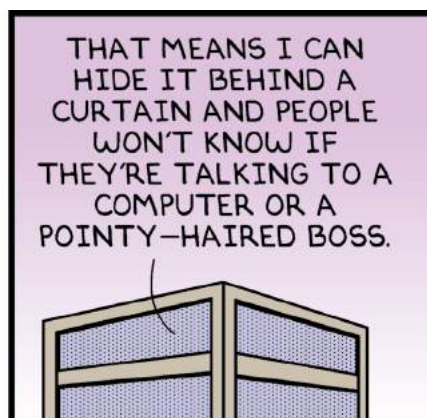
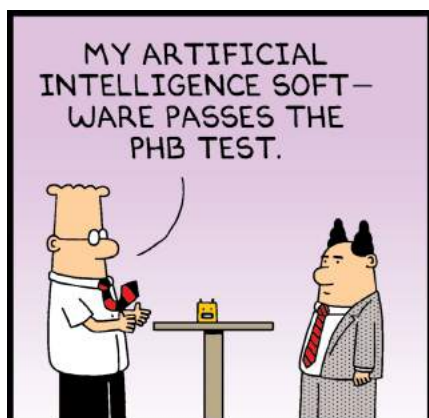




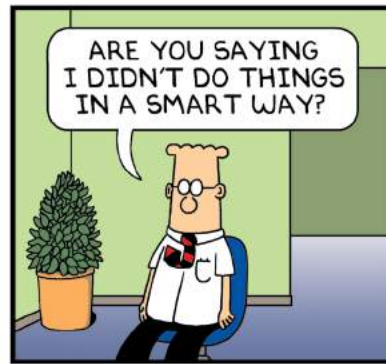
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MY SOFTWARE CAN'T PASS A STANDARD TURING TEST YET, BUT IT DOES PASS THE POINTY-HAIRED BOSS TEST.



COMPUTER, I HAVE A QUESTION ABOUT OUR COMPANY STRATEGY.

TRY WORKING SMARTER.



THAT DOESN'T EVEN MAKE SENSE!

I WASN'T PREPARED TO LIKE IT, BUT YOU WON ME OVER.



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YOU HAVE A BAD ATTITUDE LATELY.

YOU MADE ME WORK 70 HOURS THIS WEEK.



IF YOU WANT PEOPLE WHO WORK FOR FREE AND ARE HAPPY ABOUT IT, HIRE THE INSANE.



I TRIED THAT, BUT I GOT THE WRONG KIND.

I'LL WHISTLE A HAPPY TUNE IF YOU GO AWAY.



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I WONDER WHY EVERYONE IS IN A BAD MOOD LATELY.



MAYBE THEY HAVE PERSONAL PROBLEMS.



HOW COULD THEY HAVE TIME FOR PERSONAL PROBLEMS WHEN I WORK THEM 70 HOURS A WEEK?

THEN I DON'T KNOW WHAT IT IS.



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WE NEED A "GROWTH HACKER" FOR OUR WEB APPS. I THINK I'D BE PERFECT FOR THAT JOB.



I'VE HEARD OF GROWTH HACKERS, BUT I HAVE NO IDEA WHAT THEY DO ALL DAY.



YOU COULD DO NOTHING AND I WOULDN'T KNOW THE DIFFERENCE.

AND I COULD WORK FROM HOME.



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WHAT KIND OF ENGINEER ARE YOU?

I'M A PERSONAL LIFESTYLE ENGINEER.



I ENGINEER MY CAREER TO ACHIEVE AN IDEAL BALANCE OF WORK AND LEISURE.



HOW MANY HOURS PER WEEK DO YOU WORK?

I DON'T THINK YOU KNOW WHAT "IDEAL" MEANS.



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DO YOU EVER FEEL EMBARRASSED THAT YOU DRESS THE SAME WAY EVERY DAY?

NO.



DO YOU EVER FEEL EMBARRASSED THAT YOU DON'T UNDERSTAND THE IMPORTANCE OF ROUTINE IN MANAGING YOUR LIMITED RESERVE OF WILLPOWER?

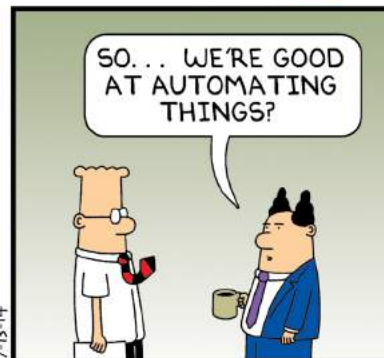
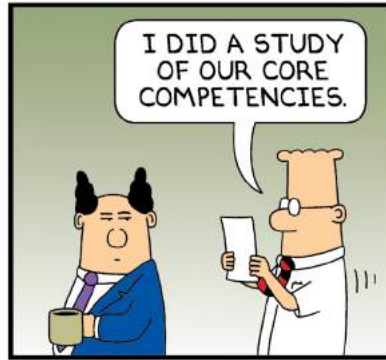


I MADE 75 FASHION DECISIONS BEFORE BREAKFAST.

I WROTE AN APP.



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I LIKE A LOT OF THINGS ABOUT BEING RICH, BUT I LIKE THE INCOME INEQUALITY THE BEST.



IT MAKES ME HAPPY TO KNOW THAT MY NET WORTH IS ABOUT A THOUSAND TIMES MORE THAN YOURS.



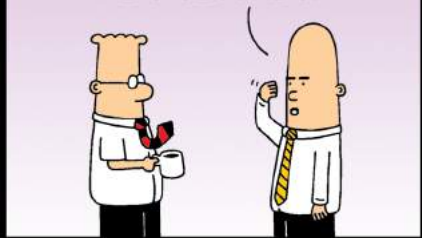
IT'S ACTUALLY CLOSER TO 800 TIMES MY NET WORTH.

YOU RUINED IT!!!

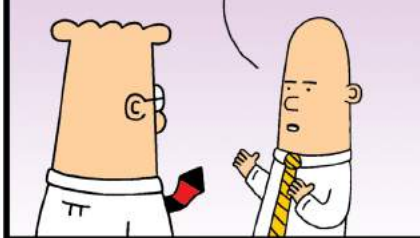


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WHEN SOMEONE TAKES YOUR PICTURE, THE FLASH SPOT STAYS IN YOUR VISION FOR A FEW SECONDS.

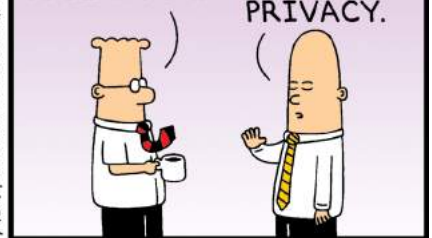


I WANT YOU TO FIGURE OUT HOW TO PLACE ADS ON THAT LITTLE SPOT.



THAT WOULD BE A HUGE PERSONAL VIOLATION.

BAH! YOU SAID THE SAME THING WHEN WE TOOK YOUR PRIVACY.



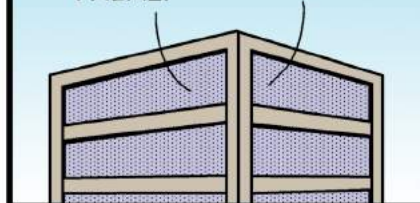
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MY COMPUTER MODEL INDICATES THAT I CAN GENETICALLY MODIFY A TREE TO GROW LEAVES MADE OF RARE EARTH MINERALS.



ALL I NEED IS A HUNDRED DOLLARS TO RUN A TRIAL.

SORRY. MONEY DOESN'T GROW ON TREES.



WELL, NOW WE KNOW WHOSE FAULT THAT IS.

STRANGERS?

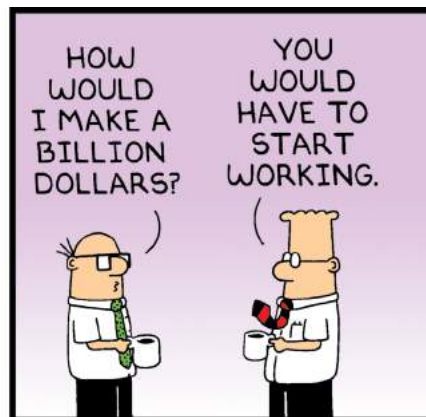
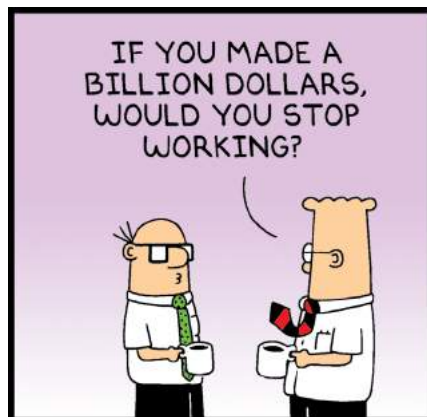


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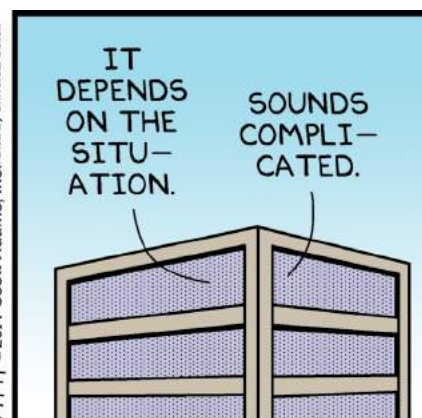




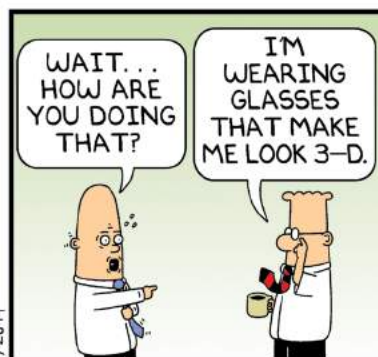
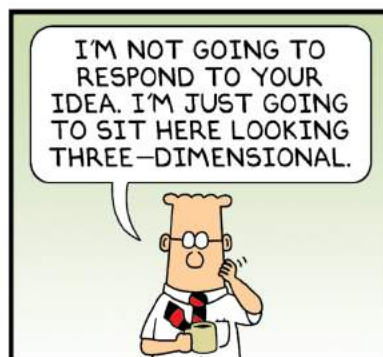
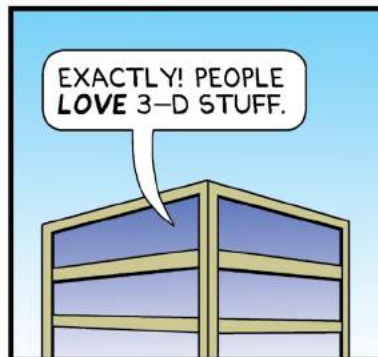
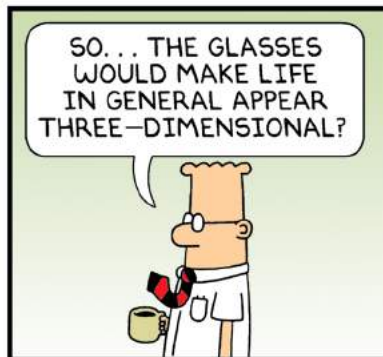
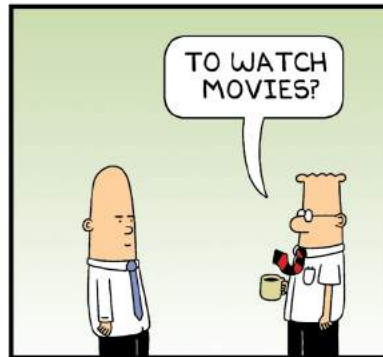
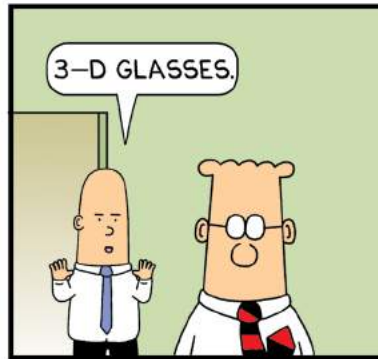
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# About the Author

What started as a doodle has turned Scott Adams into a superstar of the cartoon world. Dilbert debuted on the comics page in 1989, while Adams was in the tech department at Pacific Bell. Adams continued to work at Pacific Bell until he was voluntarily downsized in 1995. He has lived in the San Francisco Bay area since 1979.