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*1 to 10 p.m.
Production*

T H I R T Y M I N U T E T H E A T R E

REFLECTIONS OF A WELL CONDITIONED MADMAN:
OR MIND OVER MATTER

by
Jack Quarter

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CAST

THEMIDY Liza Ross
HARRINGTON Kenneth Shanley
ANNOUNCER: Peter Baldwin
REINHOLT David March
QUESTIONER Bill Monks
PELUM Blain Fairman

DIRECTED BY GLYN DEARMAN

SMS
Jock Farrell
Alma Cadzow
Donald McLeod

Production Secretary
Louise Spencer
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Characters in order of appearance:-

THEMIDY a well-conditioned female rat

HARRINGTON a not-so-well-conditioned male rat

ANNOUNCER

DR. PROF. WILHELM RETIHOLT an Expert in Efficient Management

QUESTIONER

PELUM a not-so-well-conditioned male rat who quickly becomes conditioned

1. ANNOUNCER:

(FADE IN MURMUR OF DELEGATES AT A CONFERENCE)

2. THEMIDY: (Playfully) Paws off of the merchandise, wise guy.

3. HARRINGTON: Didn't touch you, Themidy.

4. THEMIDY: I must be imagining things again.

5. HARRINGTON: Maybe it's someone else.

6. THEMIDY: (Playfully) There's just the two of us Harrington ... nobody else ...

7. HARRINGTON: Heh ... heh, now that you mention it ...

8. THEMIDY: I shouldn't have mentioned it.

9. HARRINGTON: But you did.

10. THEMIDY: Lay off you sex crazed rodent. Can't you think of anything else?

11. HARRINGTON: (Pause) No, ... not really.

12. THEMIDY: (Impatiently) Stop fooling around. They're about to start.

(A GAVEL BANGS IN DISTANCE AMIDST THE MURMUR OF DELEGATES TO A CONFERENCE. FADE QUICKLY TOWARDS US)

13. ANNOUNCER: Gentlemen. (Pause) (Yells) Order please, can we have order?

(DELEGATES MURMUR STARTS TO DIE OUT)

14. " Gentlemen, thank you. Gentlemen, thank you.

(BANGS GAVEL AGAIN)

/rnmtd

1. ANNOUNCER:

(Yells) Order please.

(MURMUR STOPS)

2. "

Thank you. The proceedings of the fifth annual conference of the Society for the Return to the Basics - Back to the Basics as we like to call ourselves - will come to order ... Gentlemen, as we know, these are disturbing times - very disturbing indeed. Crime is rampant. Drug abuse has become epidemic. Sexual promiscuity is commonplace ... And the schools, let me tell you, they aren't teaching reading, they aren't teaching writing ... they're producing a generation of morons, which shows in the quality of work we get ... nothing works anymore ... I should say nobody works any more.

(VOICE RICEDES)

3. "

The problem is real and it is disturbing, really disturbing ... Yes, er ...

4. HARRINGTON:

(Mimicking) Disturbing, disturbing, really disturbing. Do you feel disturbed, Themidy?

5. THEMIDY:

(Annoyed) Harrington, stop it! Stop it this minute! You know what happened last time we did it on stage. Old Smiley had the whole ladies league after him.

6. ANNOUNCER:

(Fading towards us) Our distinguished speaker at today's proceedings requires no introduction ... But I will take the honour that has been accorded to me and introduce him to you. Dr. Professor Wilhelm Reinhold has, as we know, been a distinguished leader in the Back to the Basics Movement. His most authoritative works are: Efficient Management, Management and Efficiency, Efficiency and Management, Manage Efficiently, and his recent bestseller which we are all familiar with, Let Efficiency be Your Management Guide ...

1. ANNOUNCER:
At today's proceedings Dr. Reinhold will speak about, er ... yes ... efficiency in management. Without further ado, Dr. Professor Reinhold.

(BURST OF APPLAUSE FROM THE AUDIENCE. WHILE THE APPLAUSE RECEDES INTO THE B/G. THEMIDY AND HARRINGTON COME TO THE FOREGROUND)

2. THEMIDY:
Finally, it's about time! I'm really starving.

3. HARRINGTON:
Look at him, (laughs aloud) that a boy Smiley, tell 'em what it's about.

(APPLAUSE COMES TO THE FOREGROUND AND GRADUALLY DIES DOWN. DR. REINHOLT TALKS IN A SLOW DELIBERATE FASHION, SOMEWHAT LIKE HENRY KISSINGER)

4. REINHOLT:
Gentlemen, thank you for causing me to feel so welcome. As we know, these are disturbing times ... very disturbing. Romantic movements that trumpet the cause of freedom, spontaneity and hedonism have gained strength to the point that their advocates lose sight of the fact that efficient management has made us what we are today, and if we are to continue to progress and to achieve greatness, efficient management will lead the way. Gentlemen we must realise that it was efficient management, not these so-called do their own thingers, that put man on the moon. And it was efficient management, not undisciplined spontaneous movements, that transplanted the first heart; and it is efficient management that led to all the consumer products that we use each day. Henry Ford was able to mass produce the car because the workers at the Ford Plant were organised to emit predictable regular movements in efficiently regulated assembly lines. And this model of efficiency has been followed elsewhere because it is inefficient, (Receding)... er, er, ef, ah, excuse me, efficient.

1. HARRINGTON: I think he's got it.

2. THEMIDY: Shh!

3. REINHOLT: (Fading up into foreground) Gentlemen, to give the world over to the Romantics is to turn back the clock to the Dark Ages and inefficiency. The romantics complain that efficiency has led to routine, highly regulated movements. They say that they want freedom and spontaneity - but when you look at what spontaneity and creativity mean to them it is simply erratic, unpredictably and capricious behavioural emissions, behaviour that erupts like a volcano, out of control and untamed. This is an invitation to chaos.

(CONTINUES IN E/G. DURING FOLLOWING)

4. HARRINGTON: Bet he's a real lady killer.

5. THEMIDY: He's married you know.

6. HARRINGTON: Yah? ... That explains it.

7. THEMIDY: Oh c'mon.

8. REINHOLT: (FADING UP INTO FOREGROUND)

The first step in eliminating undesirable behaviour is to realise that behavioural emissions are caused they just don't happen. Thus there are two options open to us. One is to have capricious, unpredictable behavioural emissions that are caused by unknown forces. Another is to have predictable regulated movements that are caused by known and controlled forces. Gentlemen, if we wish to be efficient then there is really only one alternative. The challenge for the efficient manager is to produce behavioural emissions that are regular, predictable, and desirable.

REINHOLT: At this evening's meeting we shall demonstrate the process of efficient management with these two rats, which you will note were placed into this chamber called a Skinner Box. The chamber is named after the famous and often maligned behavioural engineer, Professor B.F. Skinner.

(REINHOLT'S VOICE CONTINUES IN B/G. THEMIDY AND HARRINGTON COME TO THE FOREGROUND)

THEMIDY: You hear how he introduces us after working with him for a year. (Slowly) "These two rats!" Lovely, eh?

HARRINGTON: Well that's what we are, aren't we?

THEMIDY: Yah, but we have names too, don't we? ... Oops, I almost forgot, names are out; we get numbers now because it's less confusing ...

HARRINGTON: They're a lot simpler than some of those weird and wonderful names you hear these days.

THEMIDY: Yah, nice and simple. There, ... Let's see yours.

HARRINGTON: Now I like that.

THEMIDY: Oh c'mon you sex maniac. I'm just trying to read the number on your silly identification tag ... Let's see ... 012948 (reads single numbers) Let me introduce myself 012948, I'm 012950 ... Actually, I find mine sort of cute, don't you?

HARRINGTON: I've seen worse.

THEMIDY: You mean we could have been plain old zero ... that's what we are you know ...

HARRINGTON: Oh c'mon what's so great about Themidy and Harrington

THEMIDY: They're unique; they're us - not just the same blah

• HARRINGTON: They're unique all right. I mean everyone is so worried about being different that they give their children these crazy names. Frankly I never dug Harrington much, and I always resented my parents calling me that.

• THEMIDY: Sure beats 012948 ... That's about as soulless as they come.

• HARRINGTON: Ah ... One way you mix up letters, the other way you mix up numbers. What the hell's the difference?

• THEMIDY: Yah, I guess it could be worse, they might even throw together the letters and numbers.

• HARRINGTON: Not so loud ... Smiley might get some ideas.

• THEMIDY: Don't laugh; I heard they're bringing in this new computerised code that alternates letters and numbers.

• HARRINGTON: Yah?

• THEMIDY: Yah, I know th..s one guy they tried it out on and he's goin' bananas. It's been over a year since they gave it to him, and he still can't remember what they call him. Something like Y7T3N2 ... Imagine one like that, eh.

• HARRINGTON: Yah, at least the way they've got it now you have some sense of continuity with the past ... Like we know where we are in the order of things.

• THEMIDY: Talking about order did you ever wonder about the 12,000 who came before us? I mean there's only a couple of hundred of us around right now you know.

• HARRINGTON: You worry too much. Listen, they're applauding... Smiley sure knows how to put it over.

REINHOLT:

To obtain efficiency it is necessary for the manager to follow two simple steps. First, the efficient manager must specify - with precision I might add - the desired behavioural emission. Imprecise specification of the desired emission only will lead to dysfunctional undesirable behaviour - ultimately inefficiency. Here's an example. At this one plant that I counselled there were continual complaints about one of their products. It turned out that a screw that was located in a critical position came loose after about a year of use and that this seriously impaired the functioning of this product. After an exhaustive investigation on my part I was able to discover that the fault lay in an imprecise specification of a behaviour that one of the employees was emitting. This employee was told to turn this particular screw "approximately three clockwise revolutions". Although three clockwise revolutions were often enough to make the screw tight, it was thought that by injecting the qualifier "approximately", the employee would know that when more than three clockwise revolutions were required to make the screw secure, he would make the appropriate adjustment. Well, we advised the company to change the confusing instruction to one that told the employee in question to turn the screw until it was "perfectly secure". (emphasis). This instruction produced a great improvement, reducing the number of faulty products by over 300%. But it seemed that there still was some ambiguity in the instruction "perfectly secure" (emphasis). Some of the employees wondering whether they should apply a lot of pressure or absolute maximum pressure and for how long - a second or a minute? Consequently we altered the instruction to read: "Screw should be secured using absolute maximum pressure for exactly ten seconds". (emphasis) Do you know that since implementing this instruction, the Company has yet to have a complaint.

1. REINHOLT:
Se we send precise specification of the behavioural emission as a first step. Second we require rewards that will maintain and strengthen the desired, precisely specified behavioural emission. We will refer to these rewards as reinforcers because the rewards have the effect of strengthening or conditioning the desired emission ...

(FADE INTO B/G.)

2. HARRINGTON:
You hear what he's saying?

3. THEMIDY:
Who cares? ... Enforcement or something ... you know, getting us to do what he wants.

4. HARRINGTON:
Listen, there he goes again.

(FADE UP TO FOREGROUND)

5. REINHOLT:
It is not always clear as to what is an appropriate reinforcer, but the efficient manager will find it - and once it is found the reinforcer will serve to strengthen the desired emission ... But let me pass on this little piece of advice that will help in making a reinforcement effective. A hungry man will be more responsive to food than someone with a full belly. Deprivation ... (emphasis) Deprivation. That's the key to reinforcer effectiveness.

(FADE TO F/G)

6. HARRINGTON:
Bring on the main course Smiley. Bring it on.

(FADE UP TO FOREGROUND)

7. REINHOLT:
In the demonstration that is about to follow we use a pellet of food as a reinforcer, and we make rats responsive to the reinforcer by having deprived them of food for 24 hours. Otherwise it would be like offering a dollar to a millionaire they wouldn't

1. THEMIDY:

For once I agree with him.

(FADE UP TO FOREGROUND)

2. REINHOLT:

In our demonstration of efficient management we will illustrate this two step procedure. The appropriate behavioural emission will be for the organism to press the lever with its paw. Recall our earlier caveat about precise definition. Sometimes they try to press the lever with their nose, sometimes with their body, sometimes they don't compress it completely. That's unacceptable! We will only accept a complete compression of 3.791 centimetres with the paw ... either paw.

(FADE TO B/G)

3. HARRINGTON:

Rather particular, isn't he?

4. THEMIDY:

He can afford to be. We haven't eaten for 24 hours.

(FADE UP TO FOREGROUND)

5. REINHOLT:

The reinforcement that we use to strengthen the emission is food. Every time they produce the desired behavioural emission they'll receive a pellet of food and eventually they will become conditioned. Please note that the pellet of food is delivered immediately after the desired behaviour is emitted ... it is not delivered when they emit undesired behaviour. Needless to say they generate highly desirable predictable behavioural patterns, and I daresay if we could ask them they would express a high degree of satisfaction - perhaps 9 or 10 on a 10-point scale regarding their behaviour.

(FADE TO B/G)

6. THEMIDY:

Especially if we get a decent meal for saying it ...

- REINHOLT: If you would care to glance at page 347 of my book "Let Efficiency Be Your Management Guide" of which, I believe, you all have copies, I will be happy to answer questions on any details you may need elucidating.

(FADE MURMUR OF DELEGATES TO B/G)

- 1. THEMIDY: Hey Harrington. (No answer) Harrington.

- 2. HARRINGTON: Yah what?

- 3. THEMIDY: You know there's something I've been meaning to ask you for a while.

- 4. HARRINGTON: Oh yah ...

- 5. THEMIDY: Something important.

- 6. HARRINGTON: (Anticipating) Yah ... Well why don't you just snuggle up close and whisper in my ear.

- 7. THEMIDY: Seriously.

- 8. HARRINGTON: Seriously, if you talk too loud Smiley may hear you.

- 9. THEMIDY: Seriously Harrington, how can you stand doing this day in and day out?

- 10. HARRINGTON: Doin' what?

- 11. THEMIDY: You know ... pressing that bar.

- 12. HARRINGTON: God, that's what you want to ask me.

- 13. THEMIDY: I mean this is a dog's life, a real dog's life. Even they have it better than us because they're not cooped up in a cage all day.

- 14. HARRINGTON: Look! A job is a job, eh. What can you expect?

1. THEMIDY: Too much! Obviously!
2. HARRINGTON: Look Themidy, when you get right down to it who do you know that likes their work? Work is work ... you're not supposed to like it.
3. THEMIDY: Some consolation ... Funny that's what my father used to say, grin and bear it.
4. HARRINGTON: Yah, but you're looking at it the wrong way. Like, this is a real soft touch. All we gotta do is press that bar when Smiley gives us the signal and we get our daily bread with a little to boot. No sweat, no hassles. I mean they even got us those coloured TVs with push button multiple channel selectors. Last night I watched two feature length detective shows simultaneously without having to move once. Man you should see some of the things those cats can do.
5. THEMIDY: (Sarcastically) Terrific!
6. HARRINGTON: So what's wrong with that?
7. THEMIDY: (Sarcastically) It's wonderful.
8. HARRINGTON: (Annoyed) Oh, you females just complain about everything ... What the hell do you want? I mean you think they have it any better than us?
9. THEMIDY: I'll switch any time.
10. HARRINGTON: You should You'd be begging to get back to this within a day ...
11. THEMIDY: Look, we do a useless job day in and day out ... the same thing over and over again, like we're pin brains. What's worse even at home I can't stop thinking about this ... You know last night I had this dream in which I was bouncing up and down on this diving board getting ready to jump into this pool and every time I want to jump my legs wouldn't

1. THEMIDY: and finally after this happened several times I looked down and you know what I saw?

2. HARRINGTON: What?

3. THEMIDY: I saw this damn bar that we push all day ... I was clamped to it like a slave ... You must feel that way sometimes?

4. HARRINGTON: Nah, not really. I don't let it get to me like you do.

5. THEMIDY: Yah, but if we were intended to press a bar like a robot all day then we wouldn't have been given a brain to use and feelings to experience. I mean sometimes I want to do something different, something creative. You know you keep pushing that bar over and over - day in and day out - and eventually that's all you can do. I mean life's got to be more than this.

6. HARRINGTON: Well it couldn't be that unimportant because we have a huge audience ... must be over a 1,000 out there.

7. THEMIDY: You really think that they recognise us ... we are nobodies. This is Smiley's show, and believe me he gets the credit for everything we do. I bet he gets paid through the nose, too, while we do all the work.

8. HARRINGTON: Yah that's a bit annoying that they don't recognise our contribution. I mean all he does is give us a pellet of food every time we press the bar ... What's so great about that?

9. THEMIDY: Who knows? ... But they obviously like it. They're always applauding him like he's brilliant or something.

1. HARRINGTON:
Yah that's crazy ... I mean we condition him to give us this pellet of food whenever we press the bar and they think he's doin' something great ... Sure is strange.
2. THEMIDY:
Frankly, I'd like to be done with the whole thing.
3. HARRINGTON:
(Emphatically) You need food sweetheart.
4. THEMIDY:
You call those tasteless pellets food. I bet he doesn't have to eat the same thing every day.
5. HARRINGTON:
Not so sure ... Every time I see him eating he's chomping at one of those circular meat patties stuffed between a bun and covered with all sorts of green and yellow slop
6. THEMIDY:
Bet they're ten times better than that tasteless rot gut they give us.
7. HARRINGTON:
Oh c'mon ... It's not that bad. Besides we get our weekends, evenings, lots of spare time.
8. THEMIDY:
To do what?
9. HARRINGTON:
Themidy, you are what is called a quetch ... I mean we sit around this pad doodling with this bar, eating and taking it easy. Poor old Smiley's running his tail off getting us everything we need. Look at him. He's a nervous wreck from all that work ... his forehead looks like it's been ploughed by a tractor (Laughs) Do you notice how he walks? - Almost like there's a piece of plywood glued to his back ... That's nervous tension, ... eh. And that creepy smile ... heh, heh ... Like somebody chiselled it into his face, and now that it's there he doesn't know what to do with it. That's probably why his lingo's so weird, eh, half of the time he uses that mumbo jumbo that's impossible to
10. THEMIDY:

1. THEMIDY: They're all reading page 347 still.
2. HARRINGTON: Geez I wish they'd get on with it ... it's twenty four hours since he's given us anything to eat.
3. THEMIDY: You think it would bother him if we starved?
4. HARRINGTON: Oh it's not that bad ... you miss your food one day, it tastes better the next.
5. THEMIDY: Just like my Dad.
6. HARRINGTON: Sounds like a swell guy.
7. THEMIDY: Harrington, all you're doing is twisting the sad facts of our existence.
8. HARRINGTON: Look to get your bread you gotta dance the man's tune. That's the way it's always been and it ain't gonna change.
9. THEMIDY: I don't know about you but I grew up free and proud. Maybe we had to rough it a bit but at least we were useful.
10. HARRINGTON: Oh stop pining for a way of life that's past and gone. Besides if it was all that good, it would have survived.
11. THEMIDY: Well it may have not been ideal but it was a hell of a lot better than this.

(FADE UP CONFERENCE)

12. QUESTIONER: Dr. Reinholt, one of the problems that we find with our employees is that they don't feel good about themselves. They perform their jobs adequately but they seem to find no meaning in what they do.

1. REINHOLT:

For centuries, the field of human science has been plagued by concerns about the inner self. Science only can deal with the observable, not with the internal and mystical. If your employees are functioning adequately what reason do you have to believe that what you refer to as feelings and meaning are lacking?

2. QUESTIONER:

Excuse me for not being clearer, Dr. Reinholt, but there are some obvious behavioural manifestations of the problems that I have referred to. For example, we find that there is a high absenteeism rate among our employees, an increasing number are reporting to work with alcohol on their breath, and even though each employee's task is ridiculously simple, we find an increasing number of errors in production - almost as if it's deliberate. Moreover, so many show overt signs of listlessness, like they don't care at all.

(F.F.FE INTO E/G)

3. REINHOLT:

When you refer to the problem in behavioural terms then we know what you mean ... Yes, these undesirable emissions are important concerns. Emissions such as the ones you've described are very dysfunctional to the organisation. It is important to establish a programme of behavioural engineering to extinguish them and strengthen more functional activities. But until you concern yourself with what they do and not what you might think that they feel, it will be impossible to solve these problems.

4. THEMIDY:

Harrington, the way I see it the only chance we have is get a union in here. You can't fight them singlehanded ... Bonding together is our only chance.

5. HARRINGTON:

Listen sweetheart there's only one type of union I'm

1. THEMIDY: Makes you feel big to talk like that, doesn't it?
2. HARRINGTON: (angrily) Look don't give me that crap ... you know ever since you've been hangin' around with that group of liberation broads you ain't been right, you know. I mean, you're getting nutsier by the day.
3. THEMIDY: At least we would have some power with a union.
4. HARRINGTON: Yah power ... someone else telling us what to do ... I mean we have power now ... all you have to do is recognise it.
5. THEMIDY: (Sarcastically) Yah, sure.
6. HARRINGTON: I mean when you get right down to it he depends on us more than we depend on him. You ever see the way he looks when you don't push the bar ... He goes bananas. I mean it's mind over matter as to who has the upper hand here.
7. THEMIDY: Harrington, if we don't push that bar we'll starve. You think he gives a damn?
8. HARRINGTON: Yah but you don't have to take it to an extreme. We'll just press it whenever we want to.
9. THEMIDY: I wouldn't fool around if I were you.
10. HARRINGTON: That's the problem with you women. You're so cowed by that big goof that you're afraid to do anything. That's why you feel powerless.
11. THEMIDY: Harrington you're engaging in gross self delusion.
12. HARRINGTON: You're so damn realistic that you refuse to recognise the power that you have. I'm going to prove something to you. Just watch. Today I'm going to condition him to do something that I want him to do

1. THEMIDY: I wouldn't fool around if I were you.
2. HARRINGTON: Oh c'mon you worry wart ... See that's your problem, eh, you worry too much ... Now let me see.
Harrington, I'm warning you, watch it.
4. HARRINGTON: Ah! (Like I got it)
Remember the last time he got mad, he put us on one of those variable schedules. Then you never know when your next meal is coming ... Not that it makes much difference with that rat slop.
6. HARRINGTON: Can't use the variable any more. The Humane Society banned it.
7. THEMIDY: Don't believe it. He isn't going to feed us unless we push that bar.
8. HARRINGTON: OK, OK, we have to tap the bar but we don't have to do it when he wants.
9. THEMIDY: I wouldn't fool around if I were you. You might end up in the Cancer Research Institute.
10. HARRINGTON: (Excited, ah, I got it. Did you ever notice how he picks his nose? (Cackles)
11. THEMIDY: Yah, so?
12. HARRINGTON: I'm going to condition him to do that. The only time I'm going to press the bar is when he does that. Watch! I bet he comes up with some pretty interesting stuff.
13. THEMIDY: Look, you're playing a dangerous game.
14. HARRINGTON: You ever hear the one about the guy who's nose went on strike?

1. THEMIDY: No ... I'm not sure if I want to.

2. HARRINGTON: Know what he did?

3. THEMIDY: No!

4. HARRINGTON: (Cackling) Picketed. (Pause) Get it, he? Picked-et.

5. THEMIDY: (Forced laugh) Hah, nah.

6. HARRINGTON: Don't worry so much Themidy, old girl. I just want to show you that we are free to have some fun.

(Chuckles) I mean we've got power ... All you have to do is realise it.

7. THEMIDY: I hope you know what you're doing.

8. REINHOLT: That's a stimulating question, an important verbal emission. You see our behaviour is more complex than theirs but the laws that govern the acquisition and emission of our behavioural repertoires are similar.

(REINHOLT'S VOICE COMES TO FOREGROUND)

9. " Every organism is shaped by its environment the way that a sculptor kneads a ball of clay. I will now proceed to demonstrate ...

(REINHOLT FADES OUT AND RATS COME TO FOREGROUND)

10. THEMIDY: He's flashing the light (apprehensively) You'd better press the bar Harrington.

11. HARRINGTON: Look at the silly sod.

12. THEMIDY: (Anxiously) He's getting agitated.

1. HARRINGTON: Smiley's OK ... Don't worry ... a Few more won't hurt ... (Harrington cackles) See what I told you - he's picked his nose ... Here's a reinforcement for that one Smiley

(THE BAR CLICKS)

2. " (Cackles) Get us a rose bush there Smiley (cackles) ... Got him by the you know what Themidy old girl (Cackles)

3. THEMIDY: Don't press your luck.

4. HARRINGTON: Ah c'mon Themidy loosen up. Hey that a boy Smiley, here's another reinforcement for that one

(BAR CLICKS)

5. THEMIDY: Careful Harrington he isn't even smiling any more.

6. HARRINGTON: You know what Smiley old boy, I think I'm going to put you on a variable schedule. We'll make it a simple one ... a reinforcement on every third pick (cackles)

7. THEMIDY: (Apprehensively) Careful you crazy fool!

8. HARRINGTON: The reason that you feel like a nobody Themidy old girl is that you behave like one ... Look at the power we have over him. Who says we aren't free?

9. THEMIDY: (Anxiously) OK you proved your point; now just press the bar when he wants it.

10. HARRINGTON: C'mon Smiley old boy, one more pick and Harrington will press the bar for you ... just one more ... Stubborn old sod isn't he?

(CONFERENCE PROCEEDINGS COME TO THE FOREGROUND)

1. QUESTIONER 2: Dr. Reinholt the apparent rebellion of this particular subhuman subject rings a bell. What do you do when you encounter this pattern of behaviour among hundreds and even thousands under less controlled conditions? Aren't they simply saying that they do not want to do what you want them to do.

2. REINHOLT: There's no question that he hasn't been conditioned properly, however making these unsupportable inferences about a subjective state of rebellion is not only unscientific but will not lead to a solution to the problem. It is simply a case of an undesirable emission. With time we would extinguish it and strengthen the appropriate emission. However we must be pragmatic and in certain cases it becomes necessary to replace a dysfunctional subject by one who is conditioned appropriately. If you'll excuse me for a moment I'll go ahead and make the necessary change.

(REINHOLT FADDES OUT AND RATS COME TO FOREGROUND)

3. HARRINGTON: Hey you big goof put me down or I'll report you to the Humane Society.

4. THEMIDY: (angushed) Oh my gosh I wonder what he'll do to him. The fool, the poor fool, he just didn't seem to understand ... Oh Lord, here he comes with someone new.

(SHUFFLING NOISE)

5. PELUM: Hey, this is a sweet looking setup.

6. THEMIDY: (Prantically) You see Harrington?

7. PELUM: Who?

1. PELUM: No ... never heard of him ... I'm Pelum.
2. THEMIDY: (Sobbing) Oh my God. Oh my God.
3. PELUM: Cheer up. Things aren't that bad are they?
4. THEMIDY: I wouldn't fool around if I were you.
5. PELUM: No, don't worry. Some of these bastards work you beyond the limits of decency. Smiley there seems OK.
6. THEMIDY: As long as you do what he wants.
7. PELUM: Yah, we'll just have a bit of fun.
8. THEMIDY: Look Harrington tried that and he picked him up and dragged him out.
9. THEMIDY: Smiley? ... You're kidding?
10. THEMIDY: No!
11. PELUM: Things are bad all around eh?
12. THEMIDY: Yah ... You want to survive then just tap that bar when he wants it.
13. PELUM: Yah!
14. THEMIDY: Remember those guys are just interested in getting the job done, and other than that they don't give a damn about us ... We're just nobodies I tell you, nobodies, and the first fact of survival is to recognise that.
15. PELUM: It's that bad, eh?
16. THEMIDY: Yah, that bad.

1. PELUM: Well at least we have it pretty good if we play their game.

2. THEMIDY: Speak for yourself ... He's giving you the signal to press the bar ... you'd better do it right away ... don't fool around.

(CLICKING SOUND)

3. " Again, hurry!

(ANOTHER CLICKING SOUND)

4. " Hurry!

(ANOTHER CLICKING SOUND)

(RATS FADE OUT AND CONFERENCE PROCEEDINGS COME TO F/G)

5. QUESTIONER 2: Dr. Reinholt, if you'll excuse me for saying so, you simply have intimidated them into doing what you want.

6. REINHOLT: My dear sir, the hallmark of a good scientist is that he never draws inferences that go beyond the data. What we can observe is that this subject is emitting appropriate behaviour. We have applied no punitive techniques; in fact we are opposed to such practices in principle. They lead to unpredictable and capricious emissions. What we observe rather is someone who is diligently performing his task without any apparent behavioural dysfunctions. As a manager what more can you desire?

(REINHOLT FADES OUT AND ONLY THE CLICKING OF THE BAR PRESSING IS HEARD)

THE END