GLENGARRY GLEN ROSS

by

David Mamet

SCENE ONE

A booth at a Chinese restaurant, Williamson and Levene are seated at the booth.

LEVENE
John...John...John. Okay. John. John. Look:
(pause)
The Glengarry Highland's leads, you're sending Roma out. Fine. He's a good man. We know what he is. He's fine. All I'm saying, you look at the board, he's throwing...wait, wait, wait, he's throwing them away, he's throwing the leads away. All that I'm saying, that you're wasting leads. I don't want to tell you your job. All that I'm saying, things get set, I know they do, you get a certain mindset... A guy gets a reputation. We know how this...all I'm saying, put a closer on the job. There's more than one man for the... Put a...wait a second, put a proven man out...and you watch, now wait a second--and you watch your dollar volumes...You start closing them for fifty 'stead of twenty-five...you put a closer on the...

WILLIAMSON
Shelly, you blew the last...

LEVENE
No. John. No. Let's wait, let's back up here, I did...will you please? Wait a second. Please. I didn't "blow" them. No. I didn't "blow" them. No. One kicked out, one I closed...

WILLIAMSON
...you didn't close...

LEVENE
...I, if you'd listen to me. Please. I closed the cocksucker. His ex, John, his ex, I didn't know he was married...he, the judge invalidated the...

WILLIAMSON
Shelly...

LEVENE
...and what is that, John? What? Bad luck. That's all it is. I pray in your life you will never find it runs in streaks. That's what it does, that's all it's doing. Streaks. I pray it misses you. That's all I want to say.

WILLIAMSON
(pause)
What about the other two?

LEVENE
What two?

WILLIAMSON
Four. You had four leads. One kicked out, one the judge, you say...

LEVENE

...you want to see the court records? John? Eh? You want to go down...

WILLIAMSON
...no...

LEVENE
...do you want to go downtown...?

WILLIAMSON
...no...

LEVENE
...then...

WILLIAMSON
...I only...

LEVENE
...then what is this "you say" shit, what is that?
(pause)
What is that...?

WILLIAMSON
All that I'm saying...

LEVENE
What is this "you say"? A deal kicks out...I got to eat. Shit, Williamson, shit. You...Moss... Roma...look at the sheets...look at the sheets. Nineteen eighty, eighty-one...eighty-two...six months of eighty-two...who's there? Who's up there?

WILLIAMSON
Roma.

LEVENE

Under him?

WILLIAMSON
Moss.

LEVENE
Bullshit. John. Bullshit. April, September 1981. It's me. It isn't fucking Moss. Due respect, he's an order taker, John. He talks, he talks a good game, look at the board, and it's me, John, it's me...

WILLIAMSON
Not lately it isn't.

LEVENE
Lately kiss my ass lately. That isn't how you build an org...talk, talk to Murray. Talk to Mitch. When we were on Peterson, who paid for his fucking car? You talk to him. The Seville...? He came in, "You bought that for me Shelly." Out of what? Cold calling. Nothing. Sixty-five, when we were there, with Glen Ross Farms? You call 'em downtown. What was that? Luck? That was "luck"? Bullshit, John. You're burning my ass, I can't get a fucking lead...you think that was luck. My stats for those years? Bullshit...over that period of time...? Bullshit. It wasn't luck. It was skill. You want to throw that away, John...? You want to throw that away?

WILLIAMSON
It isn't me...

LEVENE
...it isn't you...? Who is it? Who is this I'm talking to? I need the leads...

WILLIAMSON
...after the thirtieth...

LEVENE
Bullshit the thirtieth, I don't get on the board the thirtieth, they're going to can my ass. I need the leads. I need them now. Or I'm gone, and you're going to miss me, John, I swear to you.

WILLIAMSON
Murray...

LEVENE
...you talk to Murray...

WILLIAMSON
I have. And my job is to marshal those leads...

LEVENE
Marshal the leads...marshal the leads? What the fuck, what bus did you get off of, we're here to fucking sell. Fuck marshaling the leads. What the fuck talk is that? What the fuck talk is that? Where did you learn that? In school?
(pause)
That's "talk," my friend, that's "talk." Our job is to sell. I'm the man to sell. I'm getting garbage.
(pause)
You're giving it to me, and what I'm saying is it's fucked.

WILLIAMSON

You're saying that I'm fucked.

LEVENE
Yes.
(pause)
I am. I'm sorry to antagonize you.

WILLIAMSON
Let me...

LEVENE
...and I'm going to get bounced and you're...

WILLIAMSON
...let me...are you listening to me...?

LEVENE
Yes.

WILLIAMSON
Let me tell you something, Shelly. I do what I'm hired to do. I'm...wait a second. I'm hired to watch the leads. I'm given...hold on, I'm given a policy. My job is to do that. What I'm told. That's it. You, wait a second, anybody falls below a certain mark I'm not permitted to give them the premium leads.

LEVENE
Then how do they come up above that mark? With dreck...? That's nonsense. Explain this to me. 'Cause it's a waste, and it's a stupid waste. I want to tell you something...

WILLIAMSON

You know what those leads cost?

LEVENE
The premium leads. Yes. I know what they cost. John. Because I, I generated the dollar revenue sufficient to buy them. Nineteen senny-nine, you know what I made? Senny-nine? Ninety-six thousand dollars. John? For Murray... For Mitch...look at the sheets...

WILLIAMSON
Murray said...

LEVENE
Fuck him. Fuck Murray. John? You know? You tell him I said so. What does he fucking know? He's going to have a "sales" contest...you know what our sales contest used to be?
(MORE)

LEVENE (CONT'D)
Money. A fortune. Money lying on the ground. Murray? When was the last time he went out on a sit? Sales contest? It's laughable. It's cold out there now, John. It's tight. Money is tight. This ain't sixty-five. It ain't. It just ain't. See? See? Now, I'm a good man--but I need a...

WILLIAMSON
Murray said...

LEVENE
John. John...

WILLIAMSON

Will you please wait a second. Shelly. Please. Murray told me: the hot leads...

LEVENE
...ah, fuck this...

WILLIAMSON
The...Shelly?
(pause)
The hot leads are assigned according to the board. During the contest. Period. Anyone who beats fifty per...

LEVENE
That's fucked. That's fucked. You don't look at the fucking percentage. You look at the gross.

WILLIAMSON
Either way. You're out.

LEVENE
I'm out.

WILLIAMSON
Yes.

LEVENE
I'll tell you why I'm out. I'm out, you're giving me toilet paper. John.
(MORE)

LEVENE (CONT'D)
I've seen those leads. I saw them when I was at Homestead, we pitched those cocksuckers Rio Rancho nineteen sixty-nine they wouldn't buy. They couldn't buy a fucking toaster. They're broke, John.

They're cold. They're deadbeats, you can't judge on that. Even so. Even so. Alright. Fine. Fine. Even so. I go in, FOUR FUCKING LEADS they got their money in a sock. They're fucking Polacks, John. Four leads. I close two. Two. Fifty per...

WILLIAMSON
...they kicked out.

LEVENE
They all kick out. You run in streaks, pal. Streaks. I'm... I'm...don't look at the board, look at me. Shelly Levene. Anyone. Ask them on Western. Ask Getz at Homestead. Go ask Jerry Graff. You know who I am...I NEED A SHOT. I got to get on the fucking board. Ask them. Ask them. Ask them who ever picked up a check I was flush. Moss, Jerry Graff, Mitch himself...Those guys lived on the business I brought in. They lived on it...and so did Murray, John. You were here you'd of benefited from it too. And now I'm saying this. Do I want charity? Do I want pity? I want sits. I want leads that don't come right out of a phone book. Give me a lead hotter than that, I'll go in and close it. Give me a chance. That's all I want. I'm going to get up on that fucking board and all I want is a chance. It's a streak and I'm going to turn it around.
(pause)
I need your help.

Pause.

WILLIAMSON
I can't do it, Shelly.

Pause.

LEVENE
Why?

WILLIAMSON
The leads are assigned randomly...

LEVENE
Bullshit, bullshit, you assign them... What are you telling me?

WILLIAMSON
...apart from the top men on the contest board.

LEVENE
Then put me on the board.

WILLIAMSON
You start closing again, you'll be on the board.

LEVENE
I can't close these leads, John. No one can. It's a joke. John, look, just give me a hot lead. Just give me two of the premium leads. As a "test," alright? As a "test" and I promise you...

WILLIAMSON
I can't do it, Shel.

Pause.

LEVENE
I'll give you ten percent.

Pause.

WILLIAMSON
Of what?

LEVENE
And what if you don't close.

LEVENE
I will close.

WILLIAMSON
What if you don't close...?

LEVENE
I will close.

WILLIAMSON
What if you don't? Then I'm fucked. You see...? Then it's my job. That's what I'm telling you.

LEVENE
I will close. John, John, ten percent. I can get hot. You know that...

WILLIAMSON
Not lately you can't...

LEVENE
Fuck that. That's defeatist. Fuck that. Fuck it...Get on my side. Go with me. Let's do something. You want to run this office, run it.

WILLIAMSON
Twenty percent.

Pause.

LEVENE

Alright.

WILLIAMSON
And fifty bucks a lead.

LEVENE
John.
(pause)
Listen. I want to talk to you. Permit me to do this a second. I'm older than you. A man acquires a reputation. On the street. What he does when he's up, what he does otherwise...I said "ten," you said "no." You said "twenty." I said "fine," I'm not going to fuck with you, how can I beat that, you tell me?...Okay. Okay. We'll...Okay. Fine. We'll...Alright, twenty percent, and fifty bucks a lead. That's fine. For now. That's fine. A month or two we'll talk. A month from now. Next month. After the thirtieth.
(pause)
We'll talk.

WILLIAMSON
What are we going to say?

LEVENE
No. You're right. That's for later. We'll talk in a month. What have you got? I want two sits. Tonight.

WILLIAMSON
I'm not sure I have two.

LEVENE
I saw the board. You've got four...

WILLIAMSON
(snaps)
I've got Roma. Then I've got Moss...

LEVENE
Bullshit. They ain't been in the office yet. Give 'em some stiff. We have a deal or not? Eh? Two sits. The Des Plaines. Both of 'em, six and ten, you can do it...six and ten...eight and eleven, I don't give a shit, you set 'em up? Alright? The two sits in Des Plaines.

WILLIAMSON
Alright.

LEVENE
Good. Now we're talking.

Pause.

WILLIAMSON
A hundred bucks.

Pause.

LEVENE
Now?
(pause)
Now?

WILLIAMSON
Now.
(pause)
Yes...When?

LEVENE
Ah, shit, John.

Pause.

WILLIAMSON
I wish I could.

LEVENE
You fucking asshole.
(pause)
I haven't got it.
(pause)
I haven't got it, John.
(pause)
I'll pay you tomorrow.
(pause)
I'm coming in here with the sales, I'll pay you tomorrow.
(pause)
I haven't got it, when I pay, the gas...I get back the hotel, I'll bring it in tomorrow.

WILLIAMSON
Can't do it.

LEVENE
I'll give you thirty on them now, I'll bring the rest tomorrow. I've got it at the hotel.
(pause)
John?
(pause)
We do that, for chrissake?

WILLIAMSON
No.

LEVENE
I'm asking you. As a favor to me?
(pause)
John.
(long pause)
John: my daughter...

WILLIAMSON

I can't do it, Shelly...

LEVENE
Well, I want to tell you something, fella, wasn't long I could pick up the phone, call Murray and I'd have your job. You know that? Not too long ago. For what? For nothing. "Mur, this new kid burns my ass." "Shelly, he's out." You're gone before I'm back from lunch. I bought him a trip to Bermuda once...

WILLIAMSON
I have to go...
(gets up)

LEVENE
Wait. Alright. Fine.
(starts going in pocket for money)
The one. Give me the lead. Give me the one lead. The best one you have.

WILLIAMSON
I can't split them.

Pause.

LEVENE
Why?

WILLIAMSON
Because I say so.

LEVENE
(pause)
Is that it? Is that it? You want to do business that way...?

Williamson gets up, leaves money on the table.

LEVENE
You want to do business that way...? Alright. Alright. Alright. Alright. What is there on the other list...?

WILLIAMSON
You want something off the B list?

LEVENE
Yeah. Yeah.

WILLIAMSON
Is that what you're saying?

LEVENE
That's what I'm saying. Yeah.
(pause)
I'd like something off the other list. Which, very least, that I'm entitled to. If I'm still working here, which for the moment I guess that I am.
(pause)
What? I'm sorry I spoke harshly to you.

WILLIAMSON
That's alright.

LEVENE
The deal still stands, our other thing.

Williamson shrugs. Starts out of the booth.

LEVENE
Good. Mmm. I, you know, I left my wallet back at the hotel.

SCENE TWO

A booth at the restaurant. Moss and Aaronow seated. After the meal.

MOSS
Polacks and deadbeats.

AARONOW
...Polacks...

MOSS
Deadbeats all.

AARONOW
...they hold on to their money...

MOSS
All of 'em. They, hey: it happens to us all.

AARONOW
Where am I going to work?

MOSS
You have to cheer up, George, you aren't out yet.

AARONOW
I'm not?

MOSS
You missed a fucking sale. Big deal. A deadbeat Polack. Big deal. How you going to sell 'em in the first place...? Your mistake, you shoun'a took the lead.

AARONOW
I had to.

MOSS

You had to, yeah. Why?

AARONOW
To get on the...

MOSS
To get on the board. Yeah. How you goan'a get on the board sell'n a Polack? And I'll tell you, I'll tell you what else. You listening? I'll tell you what else: don't ever try to sell an Indian.

AARONOW
I'd never try to sell an Indian.

MOSS
You get those names come up, you ever get 'em, "Patel?"

AARONOW
Mmm...

MOSS
You ever get 'em?

AARONOW
Well, I think I had one once.

MOSS
You did?

AARONOW
I...I don't know.

MOSS
You had one you'd know it. Patel. They keep coming up. I don't know. They like to talk to salesmen.
(pause)
They're lonely, something.
(pause)

They like to feel superior, I don't know. Never bought a fucking thing. You're sitting down "The Rio Rancho this, the blah blah blah," "The Mountain View--" "Oh yes. My brother told me that..." They got a grapevine. Fuckin' Indians, George. Not my cup of tea. Speaking of which I want to tell you something:

(pause)

I never got a cup of tea with them. You see them in the restaurants. A supercilious race. What is this look on their face all the time? I don't know.

(pause)

I don't know. Their broads all look like they just got fucked with a dead cat, I don't know.

(pause)

I don't know. I don't like it. Christ...

AARONOW

What?

MOSS

The whole fuckin' thing...The pressure's just too great. You're ab...you're absolu...they're too important. All of them. You go in the door. I..."I got to close this fucker, or I don't eat lunch," "or I don't win the Cadillac..." We fuckin' work too hard. You work too hard. We all, I remember when we were at Platt...huh? Glen Ross Farms... didn't we sell a bunch of that..."

AARONOW

They came in and they, you know...

MOSS

Well, they fucked it up.

AARONOW
They did.

MOSS
They killed the goose.

AARONOW
They did.

MOSS
And now...

AARONOW
We're stuck with this...

MOSS
We're stuck with this fucking shit...

AARONOW
...this shit...

MOSS
It's too...

AARONOW
It is.

MOSS
Eh?

AARONOW
It's too...

MOSS
You get a bad month, all of a...

AARONOW
You're on this...

MOSS
All of, they got you on this

"board..."

AARONOW
I, I...I...

MOSS
Some contest board...

AARONOW
I...

MOSS
It's not right.

AARONOW
It's not.

MOSS
No.

Pause.

AARONOW
And it's not right to the customers.

MOSS
I know it's not. I'll tell you, you got, you know, you got...what did I learn as a kid on Western? Don't sell a guy one car. Sell him five cars over fifteen years.

AARONOW
That's right?

MOSS
Eh...?

AARONOW
That's right?

MOSS
Goddamn right, that's right. Guys

come on: "Oh, the blah blah blah, I know what I'll do: I'll go in and rob everyone blind and go to Argentina cause nobody ever thought of this before."

AARONOW
...that's right...

MOSS
Eh?

AARONOW
No. That's absolutely right.

MOSS
And so they kill the goose. I, I, I'll...and a fuckin' man, worked all his life has got to...

AARONOW
...that's right...

MOSS
...cower in his boots...

AARONOW
(simultaneously with "boots")
Shoes, boots, yes...

MOSS
For some fuckin' "Sell ten thousand and you win the steak knives..."

AARONOW
For some sales pro...

MOSS
...sales promotion, "You lose, then we fire your..." No. It's medieval... it's wrong. "Or we're going to fire your ass." It's wrong.

AARONOW
Yes.

MOSS
Yes, it is. And you know who's responsible?

AARONOW
Who?

MOSS
You know who it is. It's Mitch. And Murray. 'Cause it doesn't have to be this way.

AARONOW
No.

MOSS
Look at Jerry Graff. He's clean, he's doing business for himself, he's got his, that list of his with the nurses...see? You see? That's thinking. Why take ten percent? A ten percent comm...why are we giving the rest away? What are we giving ninety per...for nothing. For some jerk sit in the office tell you "Get out there and close." "Go win the Cadillac." Graff. He goes out and buys. He pays top dollar for the... you see?

AARONOW
Yes.

MOSS
That's thinking. Now, he's got the leads, he goes in business for himself. He's...that's what I... that's thinking! "Who? Who's got a

steady job, a couple bucks nobody's touched, who?"

AARONOW
Nurses.

MOSS
So Graff buys a fucking list of nurses, one grand--if he paid two I'll eat my hat--four, five thousand nurses, and he's going wild...

AARONOW
He is?

MOSS
He's doing very well.

AARONOW
I heard that they were running cold.

MOSS
The nurses?

AARONOW
Yes.

MOSS
You hear a lot of things...He's doing very well. He's doing very well.

AARONOW
With River Oaks?

MOSS
River Oaks, Brook Farms. All of that shit. Somebody told me, you know what he's clearing himself? Fourteen, fifteen grand a week.

AARONOW
Himself?

MOSS
That's what I'm saying. Why? The leads. He's got the good leads... what are we, we're sitting in the shit here. Why? We have to go to them to get them. Huh. Ninety percent our sale, we're paying to the office for the leads.

AARONOW
The leads, the overhead, the telephones, there's lots of things.

MOSS
What do you need? A telephone, some broad to say "Good morning," nothing...nothing...

AARONOW
No, it's not that simple, Dave...

MOSS
Yes. It is. It is simple, and you know what the hard part is?

AARONOW
What?

MOSS
Starting up.

AARONOW
What hard part?

MOSS
Of doing the thing. The dif...the difference. Between me and Jerry Graff. Going to business for yourself. The hard part is...you know what it is?

AARONOW
What?

MOSS
Just the act.

AARONOW
What act?

MOSS
To say "I'm going on my own." 'Cause what you do, George, let me tell you what you do: you find yourself in thrall to someone else. And we enslave ourselves. To please. To win some fucking toaster...to...to... and the guy who got there first made up those...

AARONOW
That's right...

MOSS
He made up those rules, and we're working for him.

AARONOW
That's the truth...

MOSS
That's the God's truth. And it gets me depressed. I swear that it does. At MY AGE. To see a goddamn: "Somebody wins the Cadillac this month. P.S. Two guys get fucked."

AARONOW
Huh.

MOSS
You don't ax your sales force.

AARONOW
No.

MOSS
You...

AARONOW
You...

MOSS
You build it!

AARONOW
That's what I...

MOSS
You fucking build it! Men come...

AARONOW
Men come work for you...

MOSS
...you're absolutely right.

AARONOW
They...

MOSS
They have...

AARONOW
When they...

MOSS
Look look look look, when they build your business, then you can't fucking turn around, enslave them, treat them like children, fuck them up the ass, leave them to fend for themselves... no.
(pause)
No.
(pause)
You're absolutely right, and I want

to tell you something.

AARONOW
What?

MOSS
I want to tell you what somebody should do.

AARONOW
What?

MOSS
Someone should stand up and strike back.

AARONOW
What do you mean?

MOSS
Somebody...

AARONOW
Yes...?

MOSS
Should do something to them.

AARONOW
What?

MOSS
Something. To pay them back.
(pause)
Someone, someone should hurt them. Murray and Mitch.

AARONOW
Someone should hurt them.

MOSS
Yes.

AARONOW
(pause)
How?

MOSS
How? Do something to hurt them. Where they live.

AARONOW
What?
(pause)

MOSS
Someone should rob the office.

AARONOW
Huh.

MOSS
That's what I'm saying. We were, if we were that kind of guys, to knock it off, and trash the joint, it looks like robbery, and take the fuckin' leads out of the files...go to Jerry Graff.

Long pause.

AARONOW
What could somebody get for them?

MOSS
What could we get for them? I don't know. Buck a throw...buck-a-half a throw...I don't know...Hey, who knows what they're worth, what do they pay for them? All told...must be, I'd... three bucks a throw...I don't know.

AARONOW
How many leads have we got?

MOSS
The Glengarry...the premium leads...?
I'd say we got five thousand. Five.
Five thousand leads.

AARONOW
And you're saying a fella could
take and sell these leads to Jerry
Graff.

MOSS
Yes.

AARONOW
How do you know he'd buy them?

MOSS
Graff? Because I worked for him.

AARONOW
You haven't talked to him.

MOSS
No. What do you mean? Have I
talked to him about this?

Pause.

AARONOW
Yes. I mean are you actually
talking about this, or are we just...

MOSS
No, we're just...

AARONOW
We're just "talking" about it.

MOSS
We're just speaking about it.
(pause)
As an idea.

AARONOW
As an idea.

MOSS
Yes.

AARONOW
We're not actually talking about it.

MOSS
No.

AARONOW
Talking about it as a...

MOSS
No.

AARONOW
As a robbery.

MOSS
As a "robbery"?! No.

AARONOW
Well. Well...

MOSS
Hey.

Pause.

AARONOW
So all this, um, you didn't, actually, you didn't go talk to Graff.

MOSS
Not actually, no.

Pause.

AARONOW
You didn't?

MOSS
No. Not actually.

AARONOW
Did you?

MOSS
What did you say?

MOSS
Yes.
(pause)
I said, "Not actually." The fuck you care, George? We're just talking...

AARONOW
We are?

MOSS
Yes.

Pause.

AARONOW
Because, because, you know, it's a crime.

MOSS
That's right. It's a crime. It is a crime. It's also very safe.

AARONOW
You're actually talking about this?

MOSS
That's right.

Pause.

AARONOW
You're going to steal the leads?

MOSS
Have I said that?

Pause.

AARONOW
Are you?

Pause.

MOSS
Did I say that?

AARONOW
Did you talk to Graff?

MOSS
Is that what I said?

AARONOW
What did he say?

MOSS
What did he say? He'd buy them.

Pause.

AARONOW
You're going to steal the leads and sell the leads to him?

Pause.

MOSS
Yes.

AARONOW
What will he pay?

MOSS
A buck a shot.

AARONOW
For five thousand?

MOSS
However they are, that's the deal. A buck a throw. Five thousand dollars. Split it half and half.

AARONOW
You're saying "me."

MOSS
Yes.
(pause)
Twenty-five hundred apiece. One night's work, and the job with Graff. Working the premium leads.

Pause.

AARONOW
A job with Graff.

MOSS
Is that what I said?

AARONOW
He'd give me a job.

MOSS
He would take you on. Yes.

Pause.

AARONOW
Is that the truth?

MOSS
Yes. It is, George.

(pause)
Yes. It's a big decision.
(pause)
And it's a big reward.
(pause)
It's a big reward. For one night's work.
(pause)
But it's got to be tonight.

AARONOW
What?

MOSS
What? What? The leads.

AARONOW
You have to steal the leads tonight?

MOSS
That's right, the guys are moving them downtown. After the thirtieth. Murray and Mitch. After the contest.

AARONOW
You're, you're saying so you have to go in there tonight and...

MOSS
You...

AARONOW
I'm sorry?

MOSS
You.

Pause.

AARONOW
Me?

MOSS
You have to go in.
(pause)

You have to get the leads.

Pause.

AARONOW
I do?

MOSS
Yes.

AARONOW
I...

MOSS
It's not something for nothing, George, I took you in on this, you have to go. That's your thing. I've made the deal with Graff. I can't go. I can't go in, I've spoken on this too much. I've got a big mouth.
(pause)
"The fucking leads" et cetera, blah blah blah "...the fucking tight ass company..."

AARONOW
They'll know when you go over to Graff...

MOSS
What will they know? That I stole the leads? I didn't steal the leads, I'm going to the movies tonight with a friend, and then I'm going to the Como Inn. Why did I go to Graff? I got a better deal. Period. Let 'em prove something. They can't prove anything that's not the case.

Pause.

AARONOW
Dave.

MOSS
Yes.

AARONOW
You want me to break into the office tonight and steal the leads?

MOSS
Yes.

Pause.

AARONOW
No.

MOSS
Oh, yes, George.

AARONOW
What does that mean?

MOSS
Listen to this. I have an alibi, I'm going to the Como Inn, why? Why? The place gets robbed, they're going to come looking for me. Why? Because I probably did it. Are you going to turn me in?
(pause)
George? Are you going to turn me in?

AARONOW
What if you don't get caught?

MOSS
They come to you, you going to turn me in?

AARONOW
Why would they come to me?

MOSS
They're going to come to everyone.

AARONOW
Why would I do it?

MOSS
You wouldn't, George, that's why I'm talking to you. Answer me. They come to you. You going to turn me in?

AARONOW
No.

MOSS
Are you sure?

AARONOW
Yes. I'm sure.

MOSS
Then listen to this: I have to get those leads tonight. That's something I have to do. If I'm not at the movies...if I'm not eating over at the inn...If you don't do this, then I have to come in here...

AARONOW
...you don't have to come in...

MOSS
...and rob the place...

AARONOW
...I thought that we were only talking...

MOSS
...they take me, then. They're going to ask me who were my accomplices.

AARONOW
Me?

MOSS
Absolutely.

AARONOW
That's ridiculous.

MOSS
Well, to the law, you're an accessory. Before the fact.

AARONOW
I didn't ask to be.

MOSS
Then tough luck, George, because you are.

AARONOW
Why? Why, because you only told me about it?

MOSS
That's right.

AARONOW
Why are you doing this to me, Dave. Why are you talking this way to me? I don't understand. Why are you doing this at all...?

MOSS
That's none of your fucking business...

AARONOW
Well, well, well, talk to me, we sat down to eat dinner, and here I'm a criminal...

MOSS
You went for it.

AARONOW
In the abstract...

MOSS
So I'm making it concrete.

AARONOW
Why?

MOSS
Why? Why you going to give me five grand?

AARONOW
Do you need five grand?

MOSS
Is that what I just said?

AARONOW
You need money? Is that the...

MOSS
Hey, hey, let's just keep it simple, what I need is not the...what do you need...?

AARONOW
What is the five grand?
(pause)
What is the, you said that we were going to split five...

MOSS
I lied.
(pause)
Alright? My end is my business.

Your end's twenty-five. In or out.
You tell me, you're out you take
the consequences.

AARONOW
I do?

MOSS
Yes.

Pause.

AARONOW
And why is that?

MOSS
Because you listened.

SCENE THREE

The restaurant. Roma is seated alone at the booth. Lingk is at the booth next to him. Roma is talking to him.

ROMA
...all train compartments smell
vaguely of shit. It gets so you
don't mind it. That's the worst
thing that I can confess. You know
how long it took me to get there?
A long time. When you die you're
going to regret the things you
don't do. You think you're queer...?
I'm going to tell you something:
we're all queer. You think that
you're a thief? So what? You get
befuddled by a middle-class
morality...? Get shut of it. Shut
it out. You cheated on your
wife...? You did it, live with it.
(pause)
You fuck little girls, so be it.
There's an absolute morality? May

be. And then what? If you think there is, then be that thing. Bad people go to hell? I don't think so. If you think that, act that way. A hell exists on earth? Yes. I won't live in it. That's me. You ever take a dump made you feel you'd just slept for twelve hours...?

LINGK
Did I...?

ROMA
Yes.

LINGK
I don't know.

ROMA
Or a piss...? A great meal fades in reflection. Everything else gains. You know why? 'Cause it's only food. This shit we eat, it keeps us going. But it's only food. The great fucks that you may have had. What do you remember about them?

LINGK
What do I...?

ROMA
Yes.

LINGK
Mmmm...

ROMA
I don't know. For me, I'm saying, what is is, it's probably not the orgasm. Some broads, forearms on your neck, something her eyes did.

There was a sound she made...or, me, lying, in the, I'll tell you: me lying in bed; the next day she brought me café au lait. She gives me a cigarette, my balls feel like concrete. Eh? What I'm saying, what is our life?

(pause)

It's looking forward or it's looking back. And that's our life. That's it. Where is the moment?

(pause)

And what is it that we're afraid of? Loss. What else?

(pause)

The bank closes. We get sick, my wife died on a plane, the stock market collapsed...the house burnt down...what of these happen...? None on 'em. We worry anyway. What does this mean? I'm not secure. How can I be secure?

(pause)

Through amassing wealth beyond all measure? No. And what's beyond all measure? That's a sickness. That's a trap. There is no measure. Only greed. How can we act?

(MORE)

ROMA (CONT'D)

The right way, we would say, to deal with this: "There is a one-in-a-million chance that so and so will happen...Fuck it, it won't happen to me..." No. We know that's not the right way I think.

(pause)

We say the correct way to deal with this is "There is a one-in-so-and-so chance this will happen...God

protect me. I am powerless, let it not happen to me..." But no to that. I say. There's something else. What is it? "If it happens, AS IT MAY for that is not within our powers, I will deal with it, just as I do today with what draws my concern today." I say this is how we must act. I do those things which seem correct to me today. I trust myself. And if security concerns me, I do that which today I think will make me secure. And every day I do that, when that day arrives that I need a reserve, [a] odds are that I have it, and [b] the true reserve that I have is the strength that I have of acting each day without fear.

(pause)

According to the dictates of my mind.

(pause)

Stocks, bonds, objects of art, real estate. Now: what are they?

(pause)

An opportunity. To what? To make money? Perhaps. To lose money? Perhaps. To "indulge" and to "learn" about ourselves? Perhaps. So fucking what? What isn't? They're an opportunity. That's all. They're an event. A guy comes up to you, you make a call, you send in a brochure, it doesn't matter, "There're these properties I'd like for you to see." What does it mean? What you want it to mean.

(MORE)

ROMA (CONT'D)

(pause)
Money?
(pause)
If that's what it signifies to you.
Security?
(pause)
Comfort?
(pause)
All it is is THINGS THAT HAPPEN TO YOU.
(pause)
That's all it is. How are they different?
(pause)
Some poor newly married guy gets run down by a cab. Some busboy wins the lottery.
(pause)
All it is, it's a carnival. What's special...what draws us?
(pause)
We're all different.
(pause)
We're not the same.
(pause)
We are not the same.
(pause)
Hmmm.
(pause, sighs)
It's been a long day.
(pause)
What are you drinking?

LINGK
Gimlet.

ROMA
Well, let's have a couple more. My name is Richard Roma, what's yours?

LINGK
Lingk. James Lingk.

ROMA

James. I'm glad to meet you.
(they shake hands)
I'm glad to meet you, James.
(pause)
I want to show you something.
(pause)
It might mean nothing to you...and
it might not.
(MORE)

ROMA (CONT'D)
I don't know. I don't know anymore.
(pause. He takes out
a small map and
spreads it on a table)
What is that? Florida. Glengarry
Highlands. Florida. "Florida.
Bullshit." And maybe that's true;
and that's what I said: but look
here: what is this? This is a
piece of land. Listen to what I'm
going to tell you now:

The real estate office. Ransacked. A broken plateglass window boarded up, glass all over the floor. Aaronow and Williamson standing around, smoking.

Pause.

AARONOW
People used to say that there are
numbers of such magnitude that
multiplying them by two made no
difference.

Pause.

WILLIAMSON
Who used to say that?

AARONOW
In school.

Pause. Baylen, a detective, comes out of the inner office.

BAYLEN
Alright...?

Roma enters from the street.

ROMA
Williamson...Williamson, they stole the contracts...?

BAYLEN
Excuse me, sir...

ROMA
Did they get my contracts?

WILLIAMSON
They got...

BAYLEN
Excuse me, fella.

ROMA
...did they...

BAYLEN
Would you excuse us, please...?

ROMA
Don't fuck with me, fella. I'm talking about a fuckin' Cadillac car that you owe me...

WILLIAMSON
They didn't get your contract. I filed it before I left.

ROMA
They didn't get my contracts.

WILLIAMSON

They--excuse me...

He goes back into inner room with the Detective.

ROMA
Oh, fuck. Fuck.
(he starts kicking
the desk)
FUCK FUCK FUCK! WILLIAMSON!!!
WILLIAMSON!!!
(goes to the door
Williamson went into,
tries the door; it's locked)
OPEN THE FUCKING...WILLIAMSON...

BAYLEN
(coming out)
Who are you?

Williamson comes out.

WILLIAMSON
They didn't get the contracts.

ROMA
Did they...

WILLIAMSON
They got, listen to me...

ROMA
The...

WILLIAMSON
Listen to me: They got some of them.

ROMA
Some of them...

BAYLEN
Who told you...?

ROMA
Who told me wh...? You've got a fuckin', you've...a...who is this...? You've got a board-up on the window...Moss told me.

BAYLEN
(looking back toward the inner office)
Moss...Who told him?

ROMA
How the fuck do I know?
(to Williamson)
What...talk to me.

WILLIAMSON
They took some of the con...

ROMA
...some of the contracts...Lingk. James Lingk. I closed...

WILLIAMSON
You closed him yesterday.

ROMA
Yes.

WILLIAMSON
It went down. I filed it.

ROMA
You did?

WILLIAMSON
Yes.

ROMA
Then I'm over the fucking top and you owe me a Cadillac.

WILLIAMSON
I...

ROMA
And I don't want any fucking shit and I don't give a shit, Lingk puts me over the top, you filed it, that's fine, any other shit kicks out you go back. You...you reclose it, 'cause I closed it and you...you owe me the car.

BAYLEN
Would you excuse us, please.

AARONOW
I, um, and may...maybe they're in... they're in...you should, John, if we're ins...

WILLIAMSON
I'm sure that we're insured, George...
(going back inside)

ROMA
Fuck insured. You owe me a car.

BAYLEN
(stepping back into the inner room)
Please don't leave. I'm going to talk to you. What's your name?

ROMA
Are you talking to me?

Pause.

BAYLEN
Yes.

Pause.

ROMA
My name is Richard Roma.

Baylen goes back into the inner room.

AARONOW
I, you know, they should be insured.

ROMA
What do you care...?

AARONOW
Then, you know, they wouldn't be so ups...

ROMA
Yeah. That's swell. Yes. You're right.
(pause)
How are you?

AARONOW
I'm fine. You mean the board? You mean the board...?

ROMA
I don't...yes. Okay, the board.

AARONOW
I'm, I'm, I'm, I'm fucked on the board. You. You see how...I...
(pause)
I can't...my mind must be in other places. 'Cause I can't do any...

ROMA
What? You can't do any what?

Pause.

AARONOW
I can't close 'em.

ROMA
Well, they're old. I saw the shit that they were giving you.

AARONOW
Yes.

ROMA
Huh?

AARONOW
Yes. They are old.

ROMA
They're ancient.

AARONOW
Clear...

ROMA
Clear Meadows. That shit's dead.

Pause.

AARONOW
It is dead.

ROMA
It's a waste of time.

AARONOW
Yes.
(long pause)
I'm no fucking good.

ROMA
That's...

AARONOW
Everything I...you know...

ROMA

That's not...Fuck that shit, George. You're a, hey, you had a bad month. You're a good man, George.

AARONOW
I am?

ROMA
You hit a bad streak. We've all... look at this: fifteen units Mountain View, the fucking things get stole.

AARONOW
He said he filed...

ROMA
He filed half of them, he filed the big one. All the little ones, I have, I have to go back and...ah, fuck, I got to go out like a fucking schmuck hat in my hand and reclose the...
(pause)
I mean, talk about a bad streak. That would sap anyone's self confi... I got to go out and reclose all my... Where's the phones?

AARONOW
They stole...

ROMA
They stole the...

AARONOW
What. What kind of outfit are we running where...where anyone...

ROMA
(to himself)
They stole the phones.

AARONOW
Where criminals can come in here... they take the...

ROMA
They stole the phones. They stole the leads. They're...Christ.
(pause)
What am I going to do this month? Oh, shit...
(starts for the door)

AARONOW
You think they're going to catch... where are you going?

ROMA
Down the street.

WILLIAMSON
(sticking his head out of the door)
Where are you going?

ROMA
To the restaura...what do you fucking...?

WILLIAMSON
Aren't you going out today?

ROMA
With what?
(pause)
With what, John, they took the leads...

WILLIAMSON
I have the stuff from last year's...

ROMA
Oh. Oh. Oh, your "nostalgia" file, they's fine. No. Swell. 'Cause I don't have to...

WILLIAMSON
...you want to go out today...?

ROMA
'Cause I don't have to eat this month. No. Okay. Give 'em to me...
(to himself)
Fucking Mitch and Murray going to shit a br...what am I going to do all...

Williamson starts back into the office. He is accosted by Aaronow.

AARONOW
Were the leads...

ROMA
...what am I going to do all month...

AARONOW
Were the leads insured?

WILLIAMSON
I don't know, George, why?

AARONOW
'Cause, you know, 'cause they weren't, I know that Mitch and Murray uh...

Pause.

WILLIAMSON
What?

AARONOW
That they're going to be upset.

WILLIAMSON

That's right.
(going back into his office. Pause. To Roma)
You want to go out today...?

Pause. Williamson returns to his office.

AARONOW
He said we're all going to have to go talk to the guy.

ROMA
What?

AARONOW
He said we...

ROMA
To the cops?

AARONOW
Yeah.

ROMA
Yeah. That's swell. Another waste of time.

AARONOW
A waste of time? Why?

ROMA
Why? 'Cause they aren't going to find the guy.

AARONOW
The cops?

ROMA
Yes. The cops. No.

AARONOW
They aren't?

ROMA
No.

AARONOW
Why don't you think so?

ROMA
Why? Because they're stupid.
"Where were you last night..."

AARONOW
Where were you?

ROMA
Where was I?

AARONOW
Yes.

ROMA
I was at home, where were you?

AARONOW
At home.

ROMA
See...? Were you the guy who broke
in?

AARONOW
Was I?

ROMA
Yes.

AARONOW
No.

ROMA
Then don't sweat it, George, you
know why?

AARONOW
No.

ROMA
You have nothing to hide.

AARONOW
(pause)
When I talk to the police, I get nervous.

ROMA
Yeah. You know who doesn't?

AARONOW
No, who?

ROMA
Thieves.

AARONOW
Why?

ROMA
They're inured to it.

AARONOW
You think so?

ROMA
Yes.

Pause.

AARONOW
But what should I tell them?

ROMA
The truth, George. Always tell the truth. It's the easiest thing to remember.

Williamson comes out of the office with leads. Roma takes

one, reads it.

ROMA
Patel? Ravidam Patel? How am I going to make a living on thses deadbeat wogs? Where did you get this, from the morgue?

WILLIAMSON
If you don't want it, give it back.

ROMA
I don't "want" it, if you catch my drift.

WILLIAMSON
I'm giving you three leads. You...

ROMA
What's the fucking point in any case...? What's the point. I got to argue with you, I got to knock heads with the cops, I'm busting my balls, sell you dirt to fucking deadbeats money in the mattress, I come back you can't even manage to keep the contracts safe, I have to go back and close them again...What the fuck am I wasting my time, fuck this shit. I'm going out and reclose last week's...

WILLIAMSON
The word from Murray is: leave them alone. If we need a new signature he'll go out himself, he'll be the president, just come in, from out of town...

ROMA
Okay, okay, okay, gimme this shit. Fine.
(takes the leads)

WILLIAMSON
Now, I'm giving you three...

ROMA
Three? I count two.

WILLIAMSON
Three.

ROMA
Patel? Fuck you. Fuckin' Shiva handed him a million dollars, told him "sign the deal," he wouldn't sign. And Vishnu, too. Into the bargain. Fuck that, John. You know your business, I know mine. Your business is being an asshole, and I find out whose fucking cousin you are, I'm going to go to him and figure out a way to have your ass... fuck you--I'll wait for the new leads.

Shelly Levene enters.

LEVENE
Get the chalk. Get the chalk...get the chalk! I closed 'em! I closed the cocksucker. Get the chalk and put me on the board. I'm going to Hawaii! Put me on the Cadillac board, Williamson! Pick up the fuckin' chalk. Eight units. Mountain View...

ROMA
You sold eight Mountain View?

LEVENE
You bet your ass. Who wants to go to lunch? Who wants to go to lunch?

I'm buying.
(slaps contract down
on Williamson's desk)
Eighty-two fucking grand. And
twelve grand in commission. John.
(pause)
On fucking deadbeat magazine
subscription leads.

WILLIAMSON
Who?

LEVENE
(pointing to contract)
Read it. Bruce and Harriett Nyborg.
(looking around)
What happened here?

AARONOW
Fuck. I had them on River Glen.

Levene looks around.

LEVENE
What happened?

WILLIAMSON
Somebody broke in.

ROMA
Eight units?

LEVENE
That's right.

ROMA
Shelly...!

LEVENE
Hey, big fucking deal. Broke a bad
streak...

AARONOW
Shelly, the Machine, Levene.

LEVENE
You...

AARONOW
That's great.

LEVENE
Thank you, George.

Baylen sticks his head out of the room; calls in, "Aaronow." Aaronow goes into the side room.

LEVENE
Williamson, get on the phone, call Mitch...

ROMA
They took the phones...

LEVENE
They...

BAYLEN
Aaronow...

ROMA
They took the typewriters, they took the leads, they took the cash, they took the contracts...

LEVENE
Wh...wh...Wha...?

AARONOW
We had a robbery.
(goes into the inner room)

LEVENE
(pause)

When?

ROMA
Last night, this morning.

Pause.

LEVENE
They took the leads?

ROMA
Mmm.

Moss comes out of the interrogation.

MOSS
Fuckin' asshole.

ROMA
What, they beat you with a rubber bat?

MOSS
Cop couldn't find his dick two hands and a map. Anyone talks to this guy's an asshole...

ROMA
You going to turn State's?

MOSS
Fuck you, Ricky. I ain't going out today. I'm going home. I'm going home because nothing's accomplished here...Anyone talks to this guy is...

ROMA
Guess what the Machine did?

MOSS
Fuck the Machine.

ROMA

Mountain View. Eight units.

MOSS
Fuckin' cop's got no right talk to me that way. I didn't rob the place...

ROMA
You hear what I said?

MOSS
Yeah. He closed a deal.

ROMA
Eight units. Mountain View.

MOSS
(to Levene)
You did that?

LEVENE
Yeah.

Pause.

MOSS
Fuck you.

ROMA
Guess who?

MOSS
When...

LEVENE
Just now.

ROMA
Guess who?

MOSS
You just this morning...

ROMA
Harriet and blah blah Nyborg.

MOSS
You did that?

LEVENE
Eighty-two thousand dollars.

Pause.

MOSS
Those fuckin' deadbeats...

LEVENE
My ass. I told 'em.
(to Roma)
Listen to this: I said...

MOSS
Hey, I don't want to hear your fucking war stories...

ROMA
Fuck you, Dave...

LEVENE
"You have to believe in yourself... you"--look--"alright...?"

MOSS
(to Williamson)
Give me some leads. I'm going out... I'm getting out of...

LEVENE
"...you have to believe in yourself..."

MOSS
Na, fuck the leads, I'm going home.

LEVENE
"Bruce, Harriet...Fuck me, believe

in yourself..."

ROMA
We haven't got a lead...

MOSS
Why not?

ROMA
They took 'em...

MOSS
Hey, they're fuckin' garbage any case...This whole goddamn...

LEVENE
"...You look around, you say, 'This one has so-and-so, and I have nothing..."

MOSS
Shit.

LEVENE
"'Why? Why don't I get the opportunities...?"

MOSS
And did they steal the contracts...?

ROMA
Fuck you care...?

LEVENE
"I want to tell you something, Harriet..."

MOSS
...the fuck is that supposed to mean...?

LEVENE

Will you shut up, I'm telling you this...

Aaronow sticks his head out.

AARONOW
Can we get some coffee...?

MOSS
How ya doing?

Pause.

AARONOW
Fine.

MOSS
Uh-huh.

AARONOW
If anyone's going, I could use some coffee.

LEVENE
"You do get the..."
(to Roma)
Huh? Huh?

MOSS
Fuck is that supposed to mean?

LEVENE
"You do get the opportunity...You get them. As I do, as anyone does..."

MOSS
Ricky?...That I don't care they stole the contracts?

Pause.

LEVENE

I got 'em in the kitchen. I'm eating her crumb cake.

MOSS
What does that mean?

ROMA
It means, Dave, you haven't closed a good one in a month, none of my business, you want to push me to answer you.
(pause)
And so you haven't got a contract to get stolen or so forth.

MOSS
You have a mean streak in you, Ricky, you know that...?

LEVENE
Rick. Let me tell you. Wait, we're in the...

MOSS
Shut the fuck up.
(pause)
Ricky. You have a mean streak in you...
(to Levene)
And what the fuck are you babbling about...?
(MORE)

MOSS (CONT'D)
(to Roma)
Bring that shit up. Of my volume. You were on a bad one and I brought it up to you you'd harbor it.
(pause)
You'd harbor it a long long while. And you'd be right.

ROMA
Who said "Fuck the Machine"?

MOSS
"Fuck the Machine"? "Fuck the Machine"? What is this. Courtesy class...? You're fucked, Rick--are you fucking nuts? You're hot, so you think you're the ruler of this place...?! You want to...

LEVENE
Dave...

MOSS
...Shut up. Decide who should be dealt with how? Is that the thing? I come into the fuckin' office today, I get humiliated by some jagoff cop. I get accused of...I get this shit thrown in my face by you, you geniune shit, because you're top name on the board...

ROMA
Is that what I did? Dave? I humiliated you? My God...I'm sorry...

MOSS
Sittin' on top of the world, sittin' on top of the world, everything's fucking peachfuzz...

ROMA
Oh, and I don't get a moment to spare for a bust-out humanitarian down on his luck lately. Fuck you, Dave, you know you got a big mouth, and you make a close the whole place stinks with your farts for a week. "How much you just ingested," what a big man you are, "Hey, let

me buy you a pack of gum.
(MORE)

ROMA (CONT'D)
I'll show you how to chew it." Your pal closes, all that comes out of your mouth is bile, how fucked up you are...

MOSS
Who's my pal...? And what are you, Ricky, huh, what are you, Bishop Sheean? Who the fuck are you, Mr. Slick...? What are you, friend to the workingman? Big deal. Fuck you, you got the memory a fuckin' fly. I never liked you.

ROMA
What is this, your farewell speech?

MOSS
I'm going home.

ROMA
Your farewell to the troops?

MOSS
I'm not going home. I'm going to Wisconsin.

ROMA
Have a good trip.

MOSS
(simultaneously with "trip")
And fuck you. Fuck the lot of you. Fuck you all.

Moss exits. Pause.

ROMA

(to Levene)
You were saying?
(pause)
Come on. Come on, you got them in the kitchen, you got the stats spread out, you're in your shirt-sleeves, you can smell it. Huh? Snap out of it, you're eating her crumb cake.

Pause.

LEVENE
I'm eating her crumb cake...

ROMA
How was it...?

LEVENE
From the store.

ROMA
Fuck her...

LEVENE
"What we have to do is admit to ourself that we see that opportunity...and take it.
(pause)
And that's it." And we sit there.
(pause)
I got the pen out...

ROMA
"Always be closing..."

LEVENE
That's what I'm saying. The old ways. The old ways...convert the motherfucker...sell him...sell him... make him sign the check.
(pause)

The...Bruce, Harriet...the kitchen, blah: they got their money in government bonds...I say fuck it, we're going to go the whole route. I plat it out eight units. Eighty-two grand. I tell them. "This is now. This is that thing that you've been dreaming of, you're going to find that suitcase on the train, the guy comes in the door, the bag that's full of money. This is it, Harriett..."

ROMA
(reflectively)
Harriett...

LEVENE
Bruce..."I don't want to fuck around with you. I don't want to go round this, and pussyfoot around the thing, you have to look back on this. I do, too. I came here to do good for you and me. For both of us. Why take an interim position?
(MORE)

LEVENE (CONT'D)
The only arrangement I'll accept is full investment. Period. The whole eight units. I know that you're saying 'be safe,' I know what you're saying. I know if I left you to yourselves, you'd say 'come back tomorrow,' and when I walked out that door, you'd make a cup of coffee...you'd sit down...and you'd think 'let's be safe...' and not to disappoint me you'd go one unit or maybe two, because you'd become scared because you'd met

possibility. But this won't do, and that's not the subject..." Listen to this, I actually said this. "That's not the subject of our evening together." Now I handed them the pen. I held it in my hand. I turned the contract, eight units eighty-two grand. "Now I want you to sign."

(pause)

I sat there. Five minutes. Then, I sat there, Ricky, twenty-two minutes by the kitchen clock.

(pause)

Twenty-two minutes by the kitchen clock. Not a word, not a motion. What am I thinking? "My arm's getting tired?" No. I did it. I did it. Like in the old says, Ricky. Like I was taught... Like, like, like I used to do...I did it.

ROMA

Like you taught me...

LEVENE

Bullshit, you're...No. That's raw... well, if I did, then I'm glad I did. I, well. I locked on them. All on them, nothing on me. All my thoughts are on them. I'm holding the last thought that I spoke: "Now is the time."

(pause)

They signed, Ricky. It was great. It was fucking great. It was like they wilted all at once. No gesture...nothing. Like together.

(MORE)

LEVENE (CONT'D)

They, I swear to God, they both kind of imperceptibly slumped. And he reaches and takes the pen and signs, he passes it to her, she signs. It was so fucking solemn. I just let it sit. I nod like this. I nod again. I grasp his hands. I shake his hands. I grasp her hands. I nod at her like this.
"Bruce...Harriet..." I'm beaming at them. I'm nodding like this. I point back in the living room, back to the sideboard.
(pause)
I didn't fucking know there was a sideboard there!! He goes back, he brings us a drink. Little shot glasses. A pattern in 'em. And we toast. In silence.

Pause.

ROMA
That was a great sale, Shelly.

Pause.

LEVENE
Ah, fuck. Leads! Leads! Williamson!
(Williamson sticks his head out of the office)
Send me out! Send me out!

WILLIAMSON
The leads are coming.

LEVENE
Get 'em to me!

WILLIAMSON
I talked to Murray and Mitch an hour ago. They're coming in, you understand they're a bit upset over

this morning's...

LEVENE
Did you tell 'em my sale?

WILLIAMSON
How could I tell 'em your sale? Eh? I don't have a tel...I'll tell 'em your sale when they bring in the leads. Alright? Shelly. Alright? We had a little... You closed a deal. You made a good sale. Fine.

LEVENE
It's better than a good sale. It's a...

WILLIAMSON
Look: I have a lot of things on my mind, they're coming in, alright, they're very upset, I'm trying to make some sense...

LEVENE
All that I'm telling you: that one thing you can tell them it's a remarkable sale.

WILLIAMSON
The only thing remarkable is who you made it to.

LEVENE
What does that fucking mean?

WILLIAMSON
That if the sale sticks, it will be a miracle.

LEVENE
Why should the sale not stick? Hey, fuck you. That's what I'm

saying. You have no idea of your job. A man's his job and you're fucked at yours. You hear what I'm saying to you? Your "end of month board..." You can't run an office. I don't care. You don't know what it is, you don't have the sense, you don't have the balls. You ever been on a sit? Ever? Has this cocksucker ever been...you ever sit down with a cust...

WILLIAMSON
I were you, I'd calm down, Shelly.

LEVENE
Would you? Would you...? Or you're gonna what, fire me?

WILLIAMSON
It's not impossible.

LEVENE
On an eighty-thousand dollar day? And it ain't even noon.

ROMA
You closed 'em today?

LEVENE
Yes. I did. This morning.
(to Williamson)
What I'm saying to you: things can change. You see? This is where you fuck up, because this is something you don't know. You can't look down the road. And see what's coming. Might be someone else, John. It might be someone new, eh? Someone new. And you can't look back. 'Cause you don't

know history. You ask them. When we were at Rio Rancho, who was top man? A month...? Two months...? Eight months in twelve for three years in a row. You know what that means? You know what that means? Is that luck? Is that some, some, some purloined leads? That's skill. That's talent, that's, that's...

ROMA
...yes...

LEVENE
...and you don't remember. 'Cause you weren't around. That's cold calling. Walk up to the door. I don't even know their name. I'm selling something they don't even want. You talk about soft sell... before we had a name for it...before we called it anything, we did it.

ROMA
That's right, Shel.

LEVENE
And, and, and, I did it. And I put a kid through school.
She...and...Cold calling, fella. Door to door. But you don't know. You don't know. You never heard of a streak. You never heard of "marshaling your sales force..." What are you, you're a secretary, John. Fuck you. That's my message for you. Fuck you and kiss my ass. You don't like it, I'll go talk to Jerry Graff. Period. Fuck you. Put me on the board. And I want three worthwhile leads today and I

don't want any bullshit about them and I want 'em close together 'cause I'm going to hit them all today. That's all I have to say to you.

ROMA
He's right, Williamson.

Williamson goes into a side office. Pause.

LEVENE
It's not right. I'm sorry, and I'll tell you who's to blame is Mitch and Murray.

Roma sees something outside the window.

ROMA
(sotto)
Oh, Christ.

LEVENE
The hell with him. We'll go to lunch, the leads won't be up for...

ROMA
You're a client. I just sold you five waterfront Glengarry Farms. I rub my head, throw me the cue "Kenilworth."

LEVENE
What is it?

ROMA
Kenilw...

Lingk enters the office.

ROMA
(to Levene)

I own the property, my mother owns the property, I put her into it. I'm going to show you on the plats. You look when you get home A-3 through A-14 and 26 through 30. You take your time and if you still feel.

LEVENE
No, Mr. Roma. I don't need the time, I've made a lot of investments in the last...

LINGK
I've got to talk to you.

ROMA
(looking up)
Jim! What are you doing here? Jim Lingk, D. Ray Morton...

LEVENE
Glad to meet you.

ROMA
I just put Jim into Black Creek...are you acquainted with...

LEVENE
No...Black Creek. Yes. In Florida?

ROMA
Yes.

LEVENE
I wanted to speak with you about...

ROMA
Well, we'll do that this weekend.

LEVENE
My wife told me to look into...

ROMA
Beautiful. Beautiful rolling land.

I was telling Jim and Jinny, Ray, I want to tell you something.
(to Levene)
You, Ray, you eat in a lot of restaurants. I know you do...
(MORE)

ROMA (CONT'D)
(to Lingk)
Mr. Morton's with American Express... he's...
(to Levene)
I can tell Jim what you do...?

LEVENE
Sure.

ROMA
Ray is director of all European sales and services for American Ex...
(to Levene)
But I'm saying you haven't had a meal until you've tasted...I was at the Lingks' last...as a matter of fact, what was that service feature you were talking about...?

LEVENE
Which...

ROMA
"Home Cooking"...what did you call it, you said it...it was a tag phrase that you had,,,

LEVENE
Uh...

ROMA
Home...

LEVENE
Home cooking...

ROMA
The monthly interview...?

LEVENE
Oh! For the magazine...

ROMA
Yes. Is this something that I can talk ab...

LEVENE
Well, it isn't coming out until the February iss...sure. Sure, go ahead, Ricky.

ROMA
You're sure?

LEVENE
(nods)
Go ahead.

ROMA
Well, Ray was eating at one of his company's men's home in France...the man's French, isn't he?

LEVENE
No, his wife is.

ROMA
Ah. Ah, his wife is. Ray: what time do you have...?

LEVENE
Twelve-fifteen.

ROMA
Oh! My God...I've got to get you

on the plane!

LEVENE
Didn't I say I was taking the two o'...

ROMA
No. You said the one. That's why you said we couldn't talk till Kenilworth.

LEVENE
Oh, my God, you're right! I'm on the one...
(getting up)
Well, let's scoot...

LINGK
I've got to talk to you...

ROMA
I've got to get Ray to O'Hare...
(to Levene)
Come on, let's hustle...
(over his shoulder)
John! Call American Express in Pittsburgh for Mr. Morton, will you, tell them he's on the one o'clock.
(MORE)

ROMA (CONT'D)
(to Lingk)
I'll see you...Christ, I'm sorry you came all the way in...I'm running Ray over to O'Hare...You wait here, I'll...no.
(to Levene)
I'm meeting your man at the bank...
(to Lingk)
I wish you'd phoned...I'll tell

you, wait: are you and Jinny going to be home tonight?
(rubs forehead)

LINGK
I...

LEVENE
Rick.

ROMA
What?

LEVENE
Kenilworth...?

ROMA
I'm sorry...?

LEVENE
Kenilworth.

ROMA
Oh, God...Oh, God...
(Roma takes Lingk aside, sotto)
Jim, excuse me...Ray, I told you, who he is is the senior vice-president American Express. His family owns 32 per...Over the past years I've sold him...I can't tell you the dollar amount, but quite a lot of land. I promised five weeks ago that I'd go to the wife's birthday party in Kenilworth tonight.
(sighs)
I have to go. You understand. They treat me like a member of the family, so I have to go.
(MORE)

ROMA (CONT'D)
It's funny, you know, you get a picture of the Corporation-Type Company Man, all business...this man, no. We'll go out to his home sometime. Let's see.
(he checks his datebook)
Tomorrow. No. Tomorrow, I'm in L.A....Monday...I'll take you to lunch, where would you like to go?

LINGK
My wife...

Roma rubs his head.

LEVENE
(standing in the door)
Rick...?

ROMA
I'm sorry, Jim. I can't talk now. I'll call you tonight...I'm sorry. I'm coming, Ray.
(starts for the door)

LINGK
My wife said I have to cancel the deal.

ROMA
It's a common reaction, Jim. I'll tell you what it is, and I know that that's why you married her. One of the reasons is prudence. It's a sizable investment. One thinks twice...it's also something women have. It's just a reaction to the size of the investment. Monday, if you'd invite me for dinner again...
(to Levene)

This woman can cook...

LEVENE
(simultaneously)
I'm sure she can...

ROMA
(to Lingk)
We're going to talk. I'm going to tell you something. Because
(sotto)
there's something about your acreage I want you to know. I can't talk about it now. I really shouldn't. And, in fact, by law, I...
(shrugs, resigned)
The man next to you, he bought his lot at forty-two, he phoned to say that he'd already had an offer...

Roma rubs his head.

LEVENE
Rick...?

ROMA
I'm coming, Ray...what a day! I'll call you this evening, Jim. I'm sorry you had to come in...Monday, lunch.

LINGK
My wife...

LEVENE
Rick, we really have to go.

LINGK
My wife...

ROMA

Monday.

LINGK
She called the consumer...the attorney, I don't know. The attorney gen...they said we have three days...

ROMA
Who did she call?

LINGK
I don't know, the attorney gen... the...some consumer office, um...

ROMA
Why did she do that, Jim?

LINGK
I don't know.
(pause)
They said we have three days.
(pause)
They said we have three days.

ROMA
Three days.

LINGK
To...you know.

Pause.

ROMA
No, I don't know. Tell me.

LINGK
To change our minds.

ROMA
Of course you have three days.

Pause.

LINGK
So we can't talk Monday.

Pause.

ROMA
Jim, Jim, you saw my book...I can't, you saw my book...

LINGK
But we have to before Monday. To get our money ba...

ROMA
Three business days. They mean three business days.

LINGK
Wednesday, Thursday, Friday.

ROMA
I don't understand.

LINGK
That's what they are. Three business...I wait till Monday, my time limit runs out.

ROMA
You don't count Saturday.

LINGK
I'm not.

ROMA
No, I'm saying you don't include Saturday...in your three days. It's not a business day.

LINGK

But I'm not counting it.
(pause)
Wednesday. Thursday. Friday. So it would have elapsed.

ROMA
What would have elapsed?

LINGK
If we wait till Mon...

ROMA
When did you write the check?

LINGK
Yest...

ROMA
What was yesterday?

LINGK
Tuesday.

ROMA
And when was that check cashed?

LINGK
I don't know.

ROMA
What was the earliest it could have been cashed?

Pause.

LINGK
I don't know.

ROMA
Today.
(pause)
Today. Which, in any case, it was

not, as there were a couple of points on the agreement I wanted to go over with you in any case.

LINGK
The check wasn't cashed?

ROMA
I just called downtown, and it's on their desk.

LEVENE
Rick...

ROMA
One moment, I'll be right with you.
(to Lingk)
In fact, a...one point, which I spoke to you of which
(looks around)
I can't talk to you about here.

Detective puts his head out of the doorway.

BAYLEN
Levene!!!

LINGK
I, I...

ROMA
Listen to me, the statute, it's for your protection. I have no complaints with that, in fact, I was a member of the board when we drafted it, so quite the opposite. It says that you can change your mind three working days from the time the deal is closed.

BAYLEN
Levene!

ROMA
Which, wait a second, which is not

until the check is cashed.

BAYLEN
Levene!!

Aaronow comes out of the Detective's office.

AARONOW
I'm through, with this fucking meshugaas. No one should talk to a man that way. How are you talking to me that...?

BAYLEN
Levene!

Williamson puts his head out of the office.

AARONOW
...how can you talk to me that... that...

LEVENE
(to Roma)
Rick, I'm going to flag a cab.

AARONOW
I didn't rob...

Williamson sees Levene.

WILLIAMSON
Shelly: get in the office.

AARONOW
I didn't...why should I..."Where were you last..." Is anybody listening to me...? Where's Moss...? Where...?

BAYLEN
Levene?

(to Williamson)
Is this Lev...

Baylen accosts Lingk.

LEVENE
(taking Baylen into the office)
Ah. Ah. Perhaps I can advise you on that...
(to Roma and Lingk, as he exits)
Excuse us, will you...?

AARONOW
(simultaneous with Levene's speech above)
...Come in here...I work here, I don't come in here to be mistreated...

WILLIAMSON
Go to lunch, will you...

AARONOW
I want to work today, that's why I came...

WILLIAMSON
The leads come in, I'll let...

AARONOW
...that's why I came in. I thought I...

WILLIAMSON
Just go to lunch.

AARONOW
I don't want to go to lunch.

WILLIAMSON

Go to lunch, George.

AARONOW
Where does he get off to talk that way to a working man? It's not...

WILLIAMSON
(buttonholes him)
Will you take it outside, we have people trying to do business here...

AARONOW
That's what, that's what, that's what I was trying to do.
(pause)
That's why I came in...I meet gestapo tac...

WILLIAMSON
(going back into his office)
Excuse me...

AARONOW
I meet gestapo tactics...I meet gestapo tactics...That's not right... No man has the right to..."Call an attorney," that means you're guilt... you're under sus..."Co...," he says, "cooperate" or we'll go downtown. That's not...as long as I've...

WILLIAMSON
(bursting out of his office)
Will you get out of here. Will you get out of here. Will you. I'm trying to run an office here. Will you go to lunch? Go to lunch. Will you go to lunch?
(retreats into office)

ROMA
(to Aaronow)
Will you excuse...

AARONOW
Where did Moss...? I...

ROMA
Will you excuse us please?

AARONOW
Uh, uh, did he go to the restaurant?
(pause)
I...I...
(exits)

ROMA
I'm very sorry, Jimmy. I apologize to you.

LINGK
It's not me, it's my wife.

ROMA
(pause)
What is?

LINGK
I told you.

ROMA
Tell me again.

LINGK
What's going on here?

ROMA
Tell me again. Your wife.

LINGK
I told you.

ROMA
You tell me again.

LINGK
She wants her money back.

ROMA
We're going to speak to her.

LINGK
No. She told me "right now."

ROMA
We'll speak to her, Jim...

LINGK
She won't listen.

Detective sticks his head out.

BAYLEN
Roma.

LINGK
She told me if not, I have to call the State's attorney.

ROMA
No, no. That's just something she "said." We don't have to do that.

LINGK
She told me I have to.

ROMA
No, Jim.

LINGK
I do. If I don't get my money back...

Williamson points out Roma to Baylen.

BAYLEN
Roma!
(to Roma)
I'm talking to you...

ROMA
I've...look.
(generally)
Will someone get this guy off my back.

BAYLEN
You have a problem?

ROMA
Yes, I have a problem. Yes, I do, my fr...It's not me that ripped the joint off, I'm doing business. I'll be with you in a while. You got it...?
(looks back. Lingk is heading for the door)
Where are you going?

LINGK
I'm...

ROMA
Where are you going...? This is me...This is Ricky, Jim. Jim, anything you want, you want it, you have it. You understand? This is me. Something upset you. Sit down, now sit down. You tell me what it is.
(pause)
Am I going to help you fix it? You're goddamned right I am. Sit down. Tell you something...? Sometimes we need someone from outside. It's...no, sit down...Now talk to me.

LINGK
I can't regotiate.

ROMA
What does that mean?

LINGK
That...

ROMA
...what, what, say it. Say it to me...

LINGK
I...

ROMA
What...?

LINGK
I...

ROMA
What...? Say the words.

LINGK
I don't have the power.
(pause)
I said it.

ROMA
What power?

LINGK
The power to negotiate.

ROMA
To negotiate what?
(pause)
To negotiate what?

LINGK

This.

ROMA
What, "this"?

Pause.

LINGK
The deal.

ROMA
The "deal," forget the deal. Forget the deal, you've got something on your mind, Jim, what is it?

LINGK
(rising)
I can't talk to you, you met my wife, I...

Pause.

ROMA
What?
(pause)
What?
(pause)
What, Jim: I tell you what, let's get out of here...let's go get a drink.

LINGK
She told me not to talk to you.

ROMA
Let's...no one's going to know, let's go around the corner and we'll get a drink.

LINGK
She told me I had to get back the

check or call the State's att...

ROMA
Forget the deal, Jimmy.
(pause)
Forget the deal...you know me. The deal's dead. Am I talking about the deal? That's over. Please. Let's talk about you. Come on.
(pause. Roma rises and starts walking toward the front door)
Come on.
(pause)
Come on, Jim.
(pause)
I want to tell you something. Your life is your own. You have a contract with your wife. You have certain things you do jointly, you have a bond there...and there are other things. Those things are yours. You needn't feel ashamed, you needn't feel that you're being untrue...or that she would abandon you if she knew. This is your life.
(pause)
Yes. Now I want to talk to you because you're obviously upset and that concerns me. Now let's go. Right now.

Lingk gets up and they start for the door.

BAYLEN
(sticks his head out of the door)
Roma...

LINGK
...and...and...

Pause.

ROMA
What?

LINGK
And the check is...

ROMA
What did I tell you?
(pause)
What did I say about the three days...?

BAYLEN
Roma, would you, I'd like to get some lunch...

ROMA
I'm talking with Mr. Lingk. If you please, I'll be back in.
(checks watch)
I'll be back in a while...I told you, check with Mr. Williamson.

BAYLEN
The people downtown said...

ROMA
You call them again. Mr. Williamson...!

WILLIAMSON
Yes.

ROMA
Mr. Lingk and I are going to...

WILLIAMSON
Yes. Please. Please.
(to Lingk)
The police
(shrugs)
can be...

LINGK
What are the police doing?

ROMA
It's nothing.

LINGK
What are the police doing here...?

WILLIAMSON
We had a slight burglary last night.

ROMA
It was nothing...I was assuring Mr. Lingk...

WILLIAMSON
Mr. Lingk. James Lingk. Your contract went out. Nothing to...

ROMA
John...

WILLIAMSON
Your contract went out to the bank.

LINGK
You cashed the check?

WILLIAMSON
We...

ROMA
...Mr. Williamson...

WILLIAMSON
Your check as cashed yesterday afternoon. And we're completely insured, as you know, in any case.

Pause.

LINGK
(to Roma)
You cashed the check?

ROMA
Not to my knowledge, no...

WILLIAMSON
I'm sure we can...

LINGK
Oh, Christ...
(starts out the door)
Don't follow me...Oh, Christ.
(pause, to Roma)
I know I've let you down. I'm sorry. For...Forgive...for...I don't know anymore.
(pause)
Forgive me.

Lingk exits. Pause.

ROMA
(to Williamson)
You stupid fucking cunt. You, Williamson...I'm talking to you, shithead...You just cost me six thousand dollars.
(pause)
Six thousand dollars. And one Cadillac. That's right. What are you going to do about it? What are you goin to do about it, asshole. You fucking shit. Where did you learn your trade. You stupid fucking cunt. You idiot. Whoever told you you could work with men?

BAYLEN
Could I...

ROMA
I'm going to have your job, shithead. I'm going downtown and talk to Mitch and Murrray, and I'm going to Lemkin. I don't care whose nephew you are, who you know, whose dick you're sucking on. You're going out, I swear to you, you're going...

BAYLEN
Hey, fella, let's get this done...

ROMA
Anyone in this office lives on their wits...
(to Baylen)
I'm going to be with you in a second.
(to Williamson)
What you're hired for is to help us--does that seem clear to you?
(MORE)

ROMA (CONT'D)
To help us. Not to fuck us up...to help men who are going out there to try to earn a living. You fairy. You company man...I'll tell you something else. I hope you knocked the joint off, I can tell our friend here something might help him catch you.
(starts into the room)
You want to learn the first rule you'd know if you ever spent a day in your life...you never open your mouth till you know what the shot is.
(pause)
You fucking child...

Roma goes to the inner room.

LEVENE
You are a shithead, Williamson...

Pause.

WILLIAMSON
Mmm.

LEVENE
You can't think on your feet you should keep your mouth closed.
(pause)
You hear me? I'm talking to you. Do you hear me...?

WILLIAMSON
Yes.
(pause)
I hear you.

LEVENE
You can't learn that in an office. Eh? He's right. You have to learn it on the streets. You can't buy that. You have to live it.

WILLIAMSON
Mmm.

LEVENE
Yes. Mmm. Yes. Precisely. Precisely. 'Cause your partner depends on it.
(pause)
I'm talking to you, I'm trying to tell you something.

WILLIAMSON
You are?

LEVENE
Yes, I am.

WILLIAMSON
What are you trying to tell me?

LEVENE
What Roma's trying to tell you. What I told you yesterday. Why you don't belong in this business.

WILLIAMSON
Why I don't...

LEVENE
You listen to me, someday you might say, "Hey..." No, fuck that, you just listen what I'm going to say: your partner depends on you. Your partner...a man who's your "partner" depends on you...you have to go with him and for him...or you're shit, you're shit, you can't exist alone...

WILLIAMSON
(brushing past him)
Excuse me...

LEVENE
...excuse me, nothing, you be as cold as you want, but you just fucked a good man out of six thousand dollars and his goddamn bonus 'cause you didn't know the shot, if you can do that and you aren't man enough that it gets you, then I don't know what, if you can't take some thing from that...
(blocking his way)
you're scum, you're fucking white-bread. You be as cold as you want. A child would know it, he's right.

(pause)
You're going to make something up, be sure it will help or keep your mouth closed.

Pause.

WILLIAMSON
Mmm.

Levene lifts up his arm.

LEVENE
Now I'm done with you.

Pause.

WILLIAMSON
How do you know I made it up?

LEVENE
(pause)
What?

WILLIAMSON
How do you know I made it up?

LEVENE
What are you talking about?

WILLIAMSON
You said, "You don't make something up unless it's sure to help."
(pause)
How did you know that I made it up?

LEVENE
What are you talking about?

WILLIAMSON
I told the customer that his contracts had gone to the bank.

LEVENE
Well, hadn't it?

WILLIAMSON
No.
(pause)
It hadn't.

LEVENE
Don't fuck with me, John, don't fuck with me...what are you saying?

WILLIAMSON
Well, I'm saying this, Shel: usually I take the contracts to the bank. Last night I didn't. How did you know that? One night in a year I left a contract on my desk. Nobody knew that but you. Now how did you know that?
(pause)
You want to talk to me, you want to talk to someone else...because this is my job. This is my job on the line, and you are going to talk to me. Now how did you know that contract was on my desk?

LEVENE
You're so full of shit.

WILLIAMSON
You robbed the office.

LEVENE
(laughs)
Sure! I robbed the office. Sure.

WILLIAMSON
What'd you do with the leads?
(pause, points to the

Detective's room)
You want to go in there? I tell him what I know, he's going to dig up something...You got an alibi last night? You better have one. What did you do with the leads? If you tell me what you did with the leads, we can talk.

LEVENE
I don't know what you are saying.

WILLIAMSON
If you tell me where the leads are, I won't turn you in. If you don't, I am going to tell the cop you stole them, Mitch and Murray will see that you go to jail. Believe me they will. Now, what did you do with the leads? I'm walking in that door--you have five seconds to tell me: or you are going to jail.

LEVENE
I...

WILLIAMSON
I don't care. You understand? Where are the leads?
(pause)
Alright.

Williamson goes to open the office door.

LEVENE
I sold them to Jerry Graff.

WILLIAMSON
How much did you get for them?
(pause)
How much did you get for them?

LEVENE
Five thousand. I kept half.

WILLIAMSON
Who kept the other half?

Pause.

LEVENE
Do I have to tell you?
(pause, Williamson
starts to open the door)
Moss.

WILLIAMSON
That was easy, wasn't it?

Pause.

LEVENE
It was his idea.

WILLIAMSON
Was it?

LEVENE
I...I'm sure he got more than the
five, actually.

WILLIAMSON
Uh-huh?

LEVENE
He told me my share was twenty-five.

WILLIAMSON
Mmm.

LEVENE
Okay: I...look: I'm going to make
it worth your while. I am. I
turned this thing around. I closed

the old stuff, I can do it again. I'm the one's going to close 'em. I am! I am! 'Cause I turned this thing a...I can do that, I can do anyth...last night. I'm going to tell you, I was ready to Do the Dutch. Moss gets me, "Do this, we'll get well..." Why not. Big fuckin' deal. I'm halfway hoping to get caught. To put me out of my...

(pause)

But it taught me something. What it taught me, that you've got to get out there. Big deal. So I wasn't cut out to be a thief. I was cut out to be a salesman. And now I'm back, and I got my balls back...and, you know, John, you have the advantage on me now: Whatever it takes to make it right, we'll make it right. We're going to make it right.

WILLIAMSON

I want to tell you something, Shelly. You have a big mouth.

Pause.

LEVENE

What?

WILLIAMSON

You've got a big mouth, and now I'm going to show you an even bigger one.

(starts toward the Detective's door)

LEVENE

Where are you going, John?...you can't do that, you don't want to do

that...hold, hold on...hold on...
wait...wait...wait...
(MORE)

LEVENE (CONT'D)
(pulls money out of
his pockets)
Wait...uh, look...
(starts splitting money)
Look, twelve, twenty, two, twen...
twenty-five hundred, it's...take it.
(pause)
Take it all...
(pause)
Take it!

WILLIAMSON
No, I don't think so, Shel.

LEVENE
I...

WILLIAMSON
No, I think I don't want your money.
I think you fucked up my office.
And I think you're going away.

LEVENE
I...what? Are you, are you, that's
why...? Are you nuts? I'm...I'm
going to close for you, I'm going
to...
(thrusting money at him)
Here, here, I'm going to make this
office...I'm going to be back there
Number One...Hey, hey, hey! This
is only the
beginning...List...list... listen.
Listen. Just one moment.
List...here's what...here's what
we're going to do. Twenty percent.

I'm going to give you twenty percent of my sales...

(pause)

Twenty percent.

(pause)

For as long as I am with the firm.

(pause)

Fifty percent.

(pause)

You're going to be my partner.

(pause)

Fifty percent. Of all my sales.

WILLIAMSON

What sales?

LEVENE

What sales...? I just closed eighty-two grand...Are you fuckin'...I'm back...I'm back, this is only the beginning.

WILLIAMSON

Only the beginning...

LEVENE

Abso...

WILLIAMSON

Where have you been, Shelly? Bruce and Harriet Nyborg. Do you want to see the memos...? They're nuts... they used to call in every week. When I was with Webb. And we were selling Arizona...they're nuts...did you see how they were living? How can you delude yours...

LEVENE

I've got the check...

WILLIAMSON

Forget it. Frame it. It's worthless.

Pause.

LEVENE
The check's no good?

WILLIAMSON
You stick around I'll pull the memo for you.
(starts for the door)
I'm busy now...

LEVENE
Their check's no good? They're nuts...?

WILLIAMSON
Call up the bank. I called them.

LEVENE
You did?

WILLIAMSON
I called them when we had the lead... four months ago.
(pause)
The people are insane. They just like talking to salesmen.

Williamson starts for door.

LEVENE
Don't.

WILLIAMSON
I'm sorry.

LEVENE
Why?

WILLIAMSON
Because I don't like you.

LEVENE
John: John:...my daughter...

WILLIAMSON
Fuck you.

Roma comes out of the Detective's door. Williamson goes in.

ROMA
(to Baylen)
Asshole...
(to Levene)
Guy couldn't find his fuckin' couch in the living room...Ah, Christ... what a day, what a day...I haven't even had a cup of coffee...Jagoff John opens his mouth he blows my Cadillac...
(sighs)
I swear...it's not a world of men... it's not a world of men, Machine... it's a world of clock watchers, bureaucrats, officeholders...what it is, it's a fucked-up world...there's no adventure to it.
(pause)
Dying breed. Yes it is.
(pause)
We are the members of a dying breed. That's...that's...that's why we have to stick together. Shel: I want to talk to you.
(MORE)

ROMA (CONT'D)
I've wanted to talk to you for some time. For a long time, actually. I said, "The Machine, there's a man

I would work with. There's a man..." You know? I never said a thing. I should have, don't know why I didn't. And that shit you were slinging on my guy today was so good...it...it was, and, excuse me, 'cause it isn't even my place to say it. It was admirable...it was the old stuff. Hey, I've been on a hot streak, so what? There's things that I could learn from you. You eat today?

LEVENE
Me.

ROMA
Yeah.

LEVENE
Mm.

ROMA
Well, you want to swing by the Chinks, watch me eat, we'll talk?

LEVENE
I think I'd better stay here for a while.

Baylen sticks his head out of the room:

BAYLEN
Mr. Levene...?

ROMA
You're done, come down, and let's...

BAYLEN
Would you come in here, please?

ROMA
And let's put this together. Okay? Shel? Say okay.

Pause.

LEVENE
(softly to himself)
Huh.

BAYLEN
Mr. Levene, I think we have to talk.

ROMA
I'm going to the Chinks. You're done, come down, we're going to smoke a cigarette.

LEVENE
I...

BAYLEN
(comes over)
...Get in the room.

ROMA
Hey, hey, hey, easy friend. That's the "Machine." That is Shelly "The Machine" Lev...

BAYLEN
Get in the goddamn room.

Baylen starts manhandling Shelly into the room.

LEVENE
Ricky, I...

ROMA
Okay, okay, I'll be at the resta...

LEVENE
Ricky...

BAYLEN
"Ricky" can't help you, pal.

LEVENE
...I only want to...

BAYLEN
Yeah. What do you want? You want to what?

He pushes Levene into the room, closes the door behind him. Pause.

ROMA
Williamson: listen to me: when the leads come in...listen to me: when the leads come in I want my top two off the list. For me. My usual two. Anything you give Levene...

WILLIAMSON
...I wouldn't worry about it.

ROMA
Well I'm going to worry about it, and so are you, so shut up and listen.
(pause)
I GET HIS ACTION. My stuff is mine, whatever he gets for himself, I'm talking half. You put me in with him.

Aaronow enters.

AARONOW
Did they...?

ROMA
You understand?

AARONOW
Did they catch...?

ROMA
Do you understand? My stuff is mine, his stuff is ours. I'm taking half of his commissions-- now, you work it out.

WILLIAMSON
Mmm.

AARONOW
Did they find the guy who broke into the office yet?

ROMA
No. I don't know.

Pause.

AARONOW
Did the leads come in yet?

ROMA
No.

AARONOW
(settling into a desk chair)
Oh, God, I hate this job.

ROMA
(simultaneous with "job," exiting the office)
I'll be at the restaurant.