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Review: 'Portraits in Steel: An Illustrated History of Jones & Laughlin Corporation'

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In sum, Bianculli’s latest work is a welcome addition to the body of scholarship surrounding American railroading. This first volume of five, although able to stand alone, is an exciting first glimpse at what is to come. Although White’s book is more detailed in the treatment of individual aspects of locomotive technology, Bianculli has produced an informative book that complements White. In addition, Bianculli discusses locomotive history and technology in a manner appropriate to a lay audience, a task not successfully completed until now. Thus, the *Trains and Technology* series should become a valuable resource for the expert and beginner alike.

Efstathios I. Pappas


Recent developments at the time of this review (2001) call for the addition of one final chapter to *Portraits in Steel: An Illustrated History of Jones & Laughlin Steel Corporation*. Jones & Laughlin’s (J&L’s) successor firm, LTV Steel, is currently declaring bankruptcy. Consequently, numerous questions concerning the fate of its workers, the future of a once-vibrant industrial region, and the role of the federal government in industrial planning are subjects of intense private and public concern. This work, therefore, is most timely, as it places the controversial current event in historical context, and it does so in a most elegant way through inclusion of many photographs and illustrations.

The authors, David Wollman, a professor of history at Geneva College, and Donald Inman, a long-time employee of J&L Steel and LTV Steel, draw on ephemeral, textual, and photographic material located at the Beaver County, Pennsylvania, Industrial Museum. In doing so, they produce a well written and visually attractive work that modulates beyond local history, since J&L and its precursor and successor organizations were among the leading producers of iron and steel in America from the mid-19th century to the present. Further, J&L was often recognized as a technological leader, and its relations with organized labor, while far from exemplary, reflected one significant strand of American business thought and practice. Without doubt, the history of J&L is worthy of this book-length monograph.

Established in 1853 as the Jones, Lauth, and Company, the firm soon gained a new partner in banker James A. Laughlin, while losing John and Bernard Lauth, immigrant artisans whose expertise had laid the fledgling company’s manufacturing foundations. During the remaining years of the 19th century, family partners came and went, and the business changed its name to Jones & Laughlins (1861), Jones and Laughlins, Limited (1883), and Jones & Laughlin Steel Company (1902). Despite these and other far more complex changes, founder Benjamin Franklin Jones remained the company’s heart and soul until his death in 1903. Under Jones’s leadership, J&L followed the strategy of vertical integration, pioneered a sliding wage scale agreement tied to the price of iron, introduced open hearth and Bessemer Steel production, and installed numerous new mills. Steady expansion, including the construction of a new plant in Aliquippa, Pennsylvania, positioned the firm for the increased demands associated with World War I. In 1923 the company was reorganized as a publicly owned corporation and remained a leading independent iron and steel manufacturer until 1968, when Ling-Temco-Vought Inc. gained controlling interest. A wholly owned subsidiary of the LTV corporation in 1974, J&L was renamed LTV Steel in 1988 after merging with Republic Steel, and it is this corporate entity that may well cease operations in 2001.

The strengths of this book, despite its authors’ rather modest claims concerning the historical narrative, are many and its weaknesses, few. Corporate leadership, for example, is characterized by a series of well-researched biographical sketches that ends with Admiral Ben Moreel’s retirement as chairman of the board in 1958. Labor relations, often stormy at J&L, were carefully traced; indeed, this purported “lite history,” often delves rather deeply and analytically into this area. Descriptions of mid-20th-century processes in the manufacture of stainless steel, blooms, billets, sheets, strips, hot roll rods, wire, tubes, and beams make this book especially useful to the student wanting to learn more about the fundamental operations and equipment that were typically employed in this industry. With appendices that list company chronologies and details of equipment in operation at specific plant sites, this work satisfies those with a fine eye for factual details. And then there are the hundreds of reproduced company documents, personal and group photographs, advertisements, and memorabilia that tell the J&L story most powerfully.

That is not to say that this volume is without shortcomings. In particular, beginning with the 1960s, the authors’ analyses depend heavily on Paul Tiffany’s *The Decline of American Steel: How Management, Labor, and the Government Went Wrong* (1988) and John Hoern’s *And the Wolf Finally Came: The Decline of the American Steel Industry* (1988). This
overreliance on these two secondary sources was disappoint-
ing, given the authors’ inherent advantages related to loca-
tion and personal experience. For example, the inclusion of
insights derived from oral histories or the obvious wealth of
textual materials would have added breadth and texture.
Additionally, far too much of their historical interpretation
of recent developments in the company’s history turned on
the rather negative personal recollections of one former
executive, Harold Geneen. And while early biographical
narratives of men like B. F. Jones, George Laughlin, B. F.
Jones, Jr., Tom Girdler, and Ben Moreel and their corporate
contributions are praiseworthy, the discussion of the more
recent post-1970 executives and their leadership, including
William J. Stephens, William R. Roesch, and Thomas C.
Graham, are thin at best. Indeed, entries on these and other
recent executives included in the 20th-century iron and steel
volume of the Biographical Encyclopedia of American Busi-
ness (1994) generally were more analytical and complete
but unfortunately not referred to. Finally, one wonders how
appropriate it was for the authors to include considerable
graphic material illustrating J&L advertising between 1958
and 1960, and a 1978 booklet entitled Making Steel with
Jake and Looey. These two sections added numerous color
photographs, illustrations, and cartoons, thereby increasing
the price of this book to a rather expensive $70 and thus lim-
iting its distribution to a few select libraries.

One final comment about this book, which should not be
construed as negative, relates to the short descriptions
accompanying the many photographs contained in Portraits in Steel. It is convention to minimize descriptive
labels. At times, however, the photographs and reproduced
documents demanded more connectivity with the narrative
text as well as explanation and exegesis. A number of these
images were remarkable reproductions of the place, its
people, their tools, and technologies. All of this came
together in the making of steel, one of the most striking of
manufacturing activities, both visually and in terms of scale. All too often, in my opinion, readers routinely skip
over this revealing and valuable evidence from the past.

In sum, if one is interested in the history of the iron and
steel industry, this work is a must read. Despite the short-
comings noted above, Portraits in Steel is exactly as adver-
tised, rendering images of the men and machines that cre-
at and sustained the material world of iron and steel.

John A. Heitmann

Moving People from Street to Platform: 100 Years Under-
ground. By Ray Orton. Mobile, Ala.: Elevator World,
Inc., 2000. 77 pp., 132 b&w illus. $49.95 hb (ISBN
1886536252).

The subject of this intriguing book is a brief history of the
escalator systems employed by the London Underground
during the 20th century. The first chapter outlines the ori-
gins of the Underground; the second provides an overview
of escalator history in the 20th century; the next three chap-
ters cover the “first” escalators up to 1920; and the remain-
ing eight chapters trace the technological development of
the escalator and its use in the Underground up to the year
2000. The author provides five “events lists” or cultural/technological timelines between key chapters. These
are intended to place escalator design and use within a
broader framework. The work has no footnotes or bibliog-
raphy. However, the reader is referred to the Web site for
the London Transportation Museum for additional material
on the history of the Underground <www.ltmuseum.co.uk>.

Ray Orton is an engineer with more than 25 years of expe-
rience working for the London Underground. Thus, he is
intimately acquainted with this topic and the intriguing
cast of characters who, over the years, designed, installed,
and maintained the several hundred escalators required to
efficiently “move people from street to platform.” The aim
of the book is threefold: first, to provide a concise history
of the development of the escalator as a distinct means of
vertical transportation; second, to trace its continued devel-
oment and use in the London subway system; and third,
“that after reading the book, some of my [Orton’s] enthusi-
asm rubs off, and members of the traveling public, can
understand and appreciate the importance of the escalator
to the Underground network” (p. 7).

It is the latter aim that begs the question: who was Orton’s
intended audience? On the one hand, the book is filled
with information easily understood by a lay audience,
including the events lists, comments on users’ perceptions
of this new technology in early-20th-century London, pic-
tures of the Underground during World War II, etc. On the
other hand, Orton’s account seems directly aimed at his
fellow engineers and other members of the vertical trans-
portation industry. His descriptions of various installations
and escalator types are sufficiently technical (and suffi-
ciently concise) to only truly resonate with someone well
versed in this technology. The various escalator types,
copiously illustrated with photographs often taken from
similar points of view, look more or less the same to the
untrained eye. In fact, while perhaps an unfair comparison,