

Hoerr, John P. *And the wolf finally came: the decline of the American steel industry*. Pittsburgh, PA. University of Pittsburgh Press. 1988. 689 pp. ISBN: 978-0-8229-3572-8

This volume is an important social and business history. Hoerr presents a well-analyzed, well-written, and well-documented chronicle of the collapse of the steel industry in the 1980s. Based on extensive interviews with steelworkers, company managers, and union officials, Hoerr's account of recent events expands from the breakdown of the Experimental Negotiating Agreements in 1982 to the work stoppages at USX in 1986-87. He makes effective use of historical flashbacks and conversations with families who were part of the world of steel in Pittsburgh's Monongahela Valley. Hoerr discusses factors other than failures in labor relations or work organization that contributed to steel's decline. However, he argues that the obsolete and adversarial relationship between labor and management, fueled by years of distrust, rendered it impossible for the steel industry to adapt to changes in the global economy—an outcome with implications other industries might learn from. Hoerr argues that increased employee participation in workplace decision-making is a reform worth striving for.