
tacticians in the Allied leadership, including General Carl Spaatz, whose close air support of the Normandy invasion and the subsequent "break-out" departed from the conventional deployment of bombers against strategic targets. The author concludes that the United States must choose its lessons from World War II carefully. The Allies won because their enormous material advantage compensated for uninspired tactics. Today's world balance affords us no such cushion.

**FRONTIERS OF
CHANGE: Early
Industrialism in America**
by Thomas C. Cochran
Oxford, 1981
179 pp. \$15

In this mildly chauvinistic but highly readable account of industry in early America, Cochran, a professor emeritus of business and economic history at the University of Pennsylvania, shows how culture and geography distinguished the industrial revolution here from its counterparts in Europe. Less constrained by tradition and social hierarchy, Americans proved to be extremely flexible workers (unlike European artisans, who tended to specialize), as well as resourceful entrepreneurs. In Europe, national banks were the norm; in America, regional credit facilities—state banks, urban money markets—attuned to community needs, underwrote the creation of new industries. Laws governing bankruptcy, incorporation, and shareholding were drafted and interpreted by men who usually knew first-hand the hazards of a new enterprise. Advances in steam power and metallurgy were more important to industrialization in Europe than in the New World, where water power was abundant and the wood supply was seemingly limitless. The one resource lacking on the early American scene was manpower. Responding creatively were inventors such as Oliver Evans, whose Delaware flour mill, built in the 1780s, was the first completely mechanized factory. U.S. products often appeared crude by European standards. But Americans' penchant for the "practical or useful" had brought such results that, by the mid-19th century, Britain was sending investigators to study the young nation's successful ways.

American industrialization, that is, did not depend on the infusion of superior knowledge and skills from Great Britain, did not first appear in the textile mills of New England, did not depend on the creation of new foreign markets, and did not even rest upon the prior development of mechanized factory production. Just the reverse was true: American industrialization was based on native artisanal expertise and the reorganization of agricultural and small craft production; its seedbed was the Philadelphia-New York region well before the War of 1812; its chief stimuli were immigration and an ex