Work. According to him, "without the direction of specialists in different branches of science, such as technical men, the transformation toward socialism is impossible, for socialism demands a conscious mass movement toward a comparatively higher productivity of labor on the basis which has been obtained by capitalism."[11]

In *The Soviets at Work*, Lenin likens the use of specialists to a military offensive during war time. Lenin sums this up by saying:

> **This can be explained by comparing our position in the war against capitalism with the position of a victorious army which has captured, let us say, half or two-thirds of the enemy's territory and is compelled to halt the offensive in order to recuperate, to increase the supply of ammunition, to repair and strengthen the communication lines, to build new store-houses, to bring up new reserves, etc.[12]**

The use of specialists, therefore, is not an admission of fault, or even an indicator of peace, but rather, a necessary period of respite that will enable Lenin and the Bolsheviks to destroy capitalism once and for all. After a brief period of roughly a year (maybe less), the soviet economy should, in theory, have increased sufficiently to match that of the western capitalist nations, and once that goal had been achieved, the complete submission of the specialists would be possible, finally marking a complete transition to socialism.[13]

Despite Lenin's pragmatism in recognizing that the Soviet system could not effectively function without capitalist-level production, his proposal of bringing in specialists was met with much criticism from a variety of sources. It seems likely that this proposal would have been rejected by some of the more hardline Bolsheviks who argued that this form of capitalism would be detrimental to the socialist cause. The most prominent critics, however, were "the lackeys of the bourgeoisie, particularly the petty kind, like the Mensheviks and the Social Revolutionists of the Right, [who] will sneer at our admission that we are taking a step backward"[14]

These sneers and criticisms needed to be ignored, Lenin argued, and instead, the Bolsheviks needed to explain to the people why these specialists (and their inflated salaries) were necessary for the continued

11. Lenin, *The soviets at work*, 14.
12. Ibid, 11.
13. Ibid, 17.
14. Lenin, *The soviets at work*, 15.

survival of the state. Lenin predicted that the people would support this endeavor when they understood that it was for the greater good, and that they would lose more money each year from their backwardness than they would ever pay through salaries for these specialists. In fact, spending 50 million rubles per year on these specialists was not only not excessive or unbearable, but an investment in the future of the Russian people.[15]

It was not enough to merely increase the levels of production, however. Products would do no good for the Russian people if they could not be properly produced and distributed throughout the vast country. This was the next challenge for the Russian proletariat: "the positive and constructive work of establishing an extremely complex and delicate net of newly organized relationships covering the systematic production and distribution of products which are necessary for the existence of tens of millions of people."[16]

This task comes down to one point that Lenin repeatedly comes back to throughout his writings: the problem of management. This is, according to Lenin, the most urgent problem facing Russia at the time, even more so than the suppression of resistance and convincing people of the rightness of their cause. However, despite the management of labor being the most pressing issue, it is necessary for the transformation of Russia from a soviet into a true socialist republic. This is because, "despite the resistance of the bourgeoisie, the Mensheviks and the Social-Revolutionists of the Right… the practical solution of these elementary problems would mean that we will have overcome the organization difficulties of the first steps toward Socialism."[17]

Taking the first steps toward socialism is no simple task, as Lenin would testify in his writing *The Soviets at Work*. The biggest problem facing Russia, as mentioned before, was the establishment of efficient organization, such as those found in the Taylor system of scientific management of production. The only possible way to create this efficient and organized system is through what Karl Marx called a "dictatorship of the Proletariat," or a system in which the working class had political power over the state. And according to Lenin, this is precisely what the Soviet system was: an organized dictatorship of the

15. Ibid, 16.
16. Ibid, 5.
17. Lenin, *The soviets at work*, 9.