Decoding Organization

How was Bletchley Park made as an organization? How was signals intelligence constructed as a field? What was Bletchley Park’s culture and how was its work co-ordinated? Bletchley Park was not just the home of geniuses such as Alan Turing, it was also the workplace of thousands of other people, mostly women, and their organization was a key component in the cracking of Enigma. Challenging many popular perceptions, this book examines the hitherto unexamined complexities of how 10,000 people were brought together in complete secrecy during World War II to work on ciphers. Unlike most organizational studies, this book decodes, rather than encodes, the processes of organization and examines the structures, cultures and the work itself of Bletchley Park using archive and oral history sources. Organization theorists, intelligence historians and general readers alike will find in this book a challenge to their preconceptions of both Bletchley Park and organizational analysis.

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Decoding Organization

Bletchley Park, Codebreaking and Organization Studies

CHRISTOPHER GREY
Dedicated to my mother, Madeleine Grey
The fact is that the process of ‘cryptography’ would perhaps better be described as interpretation.

Josh Cooper, Head of Air Section at Bletchley Park, 24 June 1941

Inherent in all good interpretations is the casting of new light on something that earlier has either escaped serious attention or been understood in a conventional and thus partly conservative way.

Alvesson and Deetz (2000: 152)
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Christopher Grey
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In the writing of this book I have incurred many debts. Before acknowledging these I should make it clear that any errors of fact or inadequacies of analysis are entirely my responsibility and in no way those of the individuals or organizations named below.

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Abbreviations and Acronyms

AD: Assistant Director (at BP)
AI: Air Intelligence
AM: Air Ministry
ATS: Auxiliary Territorial Service (female branch of the army)
BP: Bletchley Park
BPT: Bletchley Park Trust
BPTA: Bletchley Park Trust Archive
BTMC: British Tabulating Machine Company
C: Chief (i.e. Chief of SIS, correlating to the Director of GC & CS or, from 1944, the Director-General)
CBME: Combined Bureau Middle East
CCAC: Churchill College Archive Cambridge
CCR: Cryptographic Co-ordination and Records [at BP]
CR: Crib Room[s] [of Hut 6 at BP]
CSC: Civil Service Commission
DD: Deputy Director [at BP]
DD (C): DD (Civil)
DD (S): DD (Service)
DF or D/F: Direction finding
DMI: Director of Military Intelligence [at the War Office]
DNI: Director of Naval Intelligence [at the Admiralty]
D & R: Distribution and Reference Section [at BP]
E: Enigma
FECB: Far East Combined Bureau
FO: Foreign Office
GAF: German Air Force
Abbreviations and Acronyms

GC & CS (sometimes GCCS): Government Code and Cypher (sometimes Cipher) School
GCHQ: Government Communications Headquarters
GPO: General Post Office
HUMINT (sometimes Humint or humint): Human intelligence
ID8G: Intelligence Division 8G [also known as NID 8G]
IE: Intelligence Exchange [at BP]
ISK: Intelligence [or Illicit] Services, Knox
ISOS: Intelligence [or Illicit] Services, Oliver Strachey
IWM: Imperial War Museum
JCC: Joint Committee of Control [at BP]
JIC: Joint Intelligence Committee
JN-25: Japanese Navy code assigned the number 25 by the US Navy
KCAC: King’s College Archive Cambridge
KIO: Knowledge-intensive organization
MI: Military Intelligence
MI1b: Military Intelligence 1b [WO cryptanalytic branch in WW1]
MI5: Military Intelligence 5 [also known as the Security Service]
MI6: Military Intelligence 6 [also known as SIS]
MI8: Military Intelligence 8 [signals intelligence service of the WO]
MI14: Military Intelligence 14 [Germany desk]
MOI (sometimes MoI): Ministry of Information
MOS: Mass Observation Society
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<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>MOW/ MoW</td>
<td>Ministry of Works</td>
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<tr>
<td>MW:</td>
<td>Military Wing (i.e. army section at BP)</td>
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<tr>
<td>MR:</td>
<td>Machine Room(s) (of Hut 6 at BP)</td>
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<tr>
<td>NAAFI:</td>
<td>Naval, Army and Air Force Institutes</td>
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<td>NID:</td>
<td>Naval Intelligence Division (at the Admiralty)</td>
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<tr>
<td>NID 8G:</td>
<td>Naval Intelligence Division 8G. Section set up to liaise between NS and OIC (also known as ID8G)</td>
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<tr>
<td>NID 25:</td>
<td>Naval Intelligence Division 25 (formal name for Room 40, the WW1 cryptanalytic section of the Admiralty)</td>
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<tr>
<td>NS:</td>
<td>Naval Section (at BP)</td>
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<tr>
<td>OIC:</td>
<td>Operational Intelligence Centre (at the Admiralty)</td>
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<tr>
<td>OSA:</td>
<td>Official Secrets Acts (of 1911 and 1920)</td>
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<tr>
<td>PRO:</td>
<td>Public Record Office (part of TNA)</td>
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<tr>
<td>RAF:</td>
<td>Royal Air Force</td>
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<td>RN:</td>
<td>Royal Navy</td>
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<tr>
<td>RR:</td>
<td>Registration Room(s) (of Hut 6 at BP)</td>
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<tr>
<td>SIGINT/Sigint</td>
<td>Signals intelligence</td>
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<td>SIS:</td>
<td>Secret Intelligence Service (also known as MI6)</td>
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<tr>
<td>SIXTA:</td>
<td>Traffic Analysis Section (formerly No. 6 Intelligence School, hence ‘six’)</td>
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<tr>
<td>SCU:</td>
<td>Special Communications Unit</td>
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<tr>
<td>SLU:</td>
<td>Special Liaison Unit</td>
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<tr>
<td>TA:</td>
<td>Traffic analysis</td>
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<tr>
<td>TNA:</td>
<td>The National Archives of the United Kingdom</td>
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<td>UKB:</td>
<td>Umkehrwalze B</td>
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<td>UKD:</td>
<td>Umkehrwalze D</td>
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<tr>
<td>UPW:</td>
<td>Union of Postal Workers</td>
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<tr>
<td>WAAF:</td>
<td>Women’s Auxiliary Air Force; or a member thereof</td>
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**ABBREVIATIONS AND ACRONYMS**

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<tr>
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<td>WO:</td>
<td>War Office</td>
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<td>Wren</td>
<td>A member of the WRNS</td>
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<td>WRNS:</td>
<td>Women's Royal Navy Service</td>
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<tr>
<td>W/T:</td>
<td>Wireless telegraphy</td>
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<td>WTI:</td>
<td>Wireless telegraphy intelligence</td>
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<td>WW1:</td>
<td>World War One</td>
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<td>WW2:</td>
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