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978-1-107-00545-7 - Decoding Organization: Bletchley Park, Codebreaking and Organization Studies

Christopher Grey

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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.

CHRISTOPHER GREY is Professor of Organizational Behaviour at the University of Warwick. He was previously Professor of Organizational Theory at the University of Cambridge and Fellow of Wolfson College. Professor Grey has published numerous academic articles on the sociology and history of management and organizations, on management education and learning, on critical management studies and on professional services organizations. He is the author of the bestselling student primer *A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Organizations* (2009, second edition).

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[More information](#)

Dedicated to my mother, Madeleine Grey

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Christopher Grey
Frontmatter
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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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Organization Studies

Christopher Grey
Frontmatter

[More information](#)

Contents

<i>Acknowledgements</i>	<i>page xi</i>
<i>Abbreviations and Acronyms</i>	xv
Introduction: Organization Studies, History and Bletchley Park	1
Part I Decoding Structures	47
1 The Making of Bletchley Park	51
2 The Making of Signals Intelligence at Bletchley Park	78
Part II Decoding Cultures	107
3 Pillars of Culture at Bletchley Park	113
4 Splinters of Culture at Bletchley Park	145
Part III Decoding Work	173
5 Making Bletchley Park Work	177
6 Understanding Bletchley Park's Work	213
Conclusion: Reviving Organization Studies	245
<i>Appendix A. Timeline 1919–2011</i>	273
<i>Appendix B. Table of Interviewees</i>	280
<i>Appendix C. Brief Profiles of Key Figures</i>	283
<i>Appendix D. Organization Charts 1940–46</i>	286

Cambridge University Press
978-1-107-00545-7 - Decoding Organization: Bletchley Park, Codebreaking and
Organization Studies
Christopher Grey
Frontmatter
[More information](#)

X CONTENTS

<i>Glossary of Terms</i>	289
<i>References</i>	296
<i>Index</i>	313

Cambridge University Press

978-1-107-00545-7 - Decoding Organization: Bletchley Park, Codebreaking and Organization Studies

Christopher Grey

Frontmatter

[More information](#)

Acknowledgements

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xii ACKNOWLEDGEMENTS

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Organization Studies
Christopher Grey
Frontmatter
[More information](#)

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Cambridge University Press

978-1-107-00545-7 - Decoding Organization: Bletchley Park, Codebreaking and
Organization Studies

Christopher Grey

Frontmatter

[More information](#)

XIV ACKNOWLEDGEMENTS

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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)
DNB:	(Oxford) Dictionary of National Biography
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

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Frontmatter

[More information](#)

xvi 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

MOW	Ministry of Works
(sometimes MoW):	
MW:	Military Wing (i.e. army section at BP)
MR:	Machine Room(s) (of Hut 6 at BP)
NAAFI:	Naval, Army and Air Force Institutes
NID:	Naval Intelligence Division (at the Admiralty)
NID 8G:	Naval Intelligence Division 8G. Section set up to liaise between NS and OIC (also known as ID8G)
NID 25:	Naval Intelligence Division 25 (formal name for Room 40, the WW1 cryptanalytic section of the Admiralty)
NS:	Naval Section (at BP)
OIC:	Operational Intelligence Centre (at the Admiralty)
OSA:	Official Secrets Acts (of 1911 and 1920)
PRO:	Public Record Office (part of TNA)
RAF:	Royal Air Force
RN:	Royal Navy
RR:	Registration Room(s) (of Hut 6 at BP)
SIGINT	Signals intelligence
(sometimes Sigint or sigint):	
SIS:	Secret Intelligence Service (also known as MI6)
SIXTA:	Traffic Analysis Section (formerly No. 6 Intelligence School, hence 'six')
SCU:	Special Communications Unit
SLU:	Special Liaison Unit
TA:	Traffic analysis
TNA:	The National Archives of the United Kingdom
UKB:	<i>Umkehrwalze B</i>
UKD:	<i>Umkehrwalze D</i>
UPW:	Union of Postal Workers
WAAF:	Women's Auxiliary Air Force; or a member thereof

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Christopher Grey
Frontmatter
[More information](#)

xviii ABBREVIATIONS AND ACRONYMS

WO:	War Office
Wren (sometimes WREN):	A member of the WRNS
WRNS:	Women's Royal Navy Service
W/T:	Wireless telegraphy
WTI:	Wireless telegraphy intelligence
WW1:	World War One
WW2:	World War Two