

How to Play

The Player's Guide to the

Operation

GOODWOOD

Megagame

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1. Introduction

Welcome to the Operation Goodwood Megagame.

The battle known as Operation Goodwood is one that is very well known and popular among wargamers, perhaps because of the vast numbers of tanks involved.

In this megagame, we hope to be able to do justice to the original battle, while at the same time creating something that has tactical interest and scope for originality.

I have chosen to move away from the more conventional concentration, at least in the literature of the battle, on a small area of the battlefield and the fate of the lead tank regiments – whilst this is an important part of the Goodwood story, it is not the whole story. At the same time important infantry operations were taking place on either flank, and the Germans were responding to a number of different threats.



This is why the game includes teams for 4 infantry divisions in addition to the 5 armoured/panzer divisions so well known to wargamers.

Unusually for operational megagames, we will also be including the planning phase in the events of the day. The reason for this is that there is a game to be had in the planning. The Allies have a complex problem involving traffic congestion, coordination, use of considerable air assets and so on. The Germans, expecting a massive assault have to decide how to hold the ground with limited resources.

Each player team will have an input to the planning and will have important choices to make regarding how their battle is going to progress.

I hope you all find both aspects of Operation Goodwood interesting, and I look forward to seeing how your battle plans and operations develop on the day. Good luck to you all.

**Jim Wallman
Streatham 2011**

2. Timetable for the Day

0930 – 1000	Arrival and booking in.
1000 – 1030	Plenary briefing.
1030 – 1230	Planning Phase
1230	OPERATIONS START
1230 – 1300	Turn 1 : Morning 18 July 1944
1300 – 1330	Turn 2 : Afternoon 18 July 1944
1330 – 1400	Turn 3 : Night 18/19 July 1944
1400 – 1430	Turn 4 : Morning 19 July 1944
1430 – 1500	Turn 5 : Afternoon 19 July 1944
1500 – 1530	Turn 6 : Night 19/20 July 1944
1530 – 1600	Turn 7 : Morning 20 July 1944
1600 – 1630	Turn 8 : Afternoon 20 July 1944
1630 – 1700	Plenary Debriefing. Clear up phase.

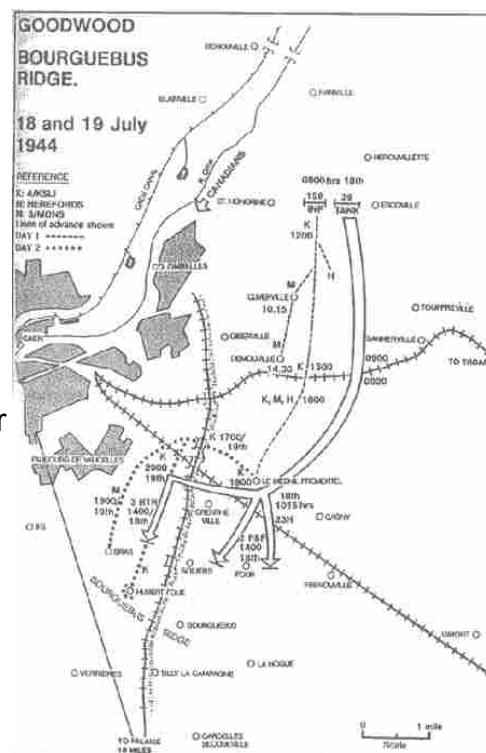
3. The Planning Phase

Both sides will be spending around 2 hours during the morning planning the forthcoming operation. We will not be giving players the planning brief until the morning of the game.

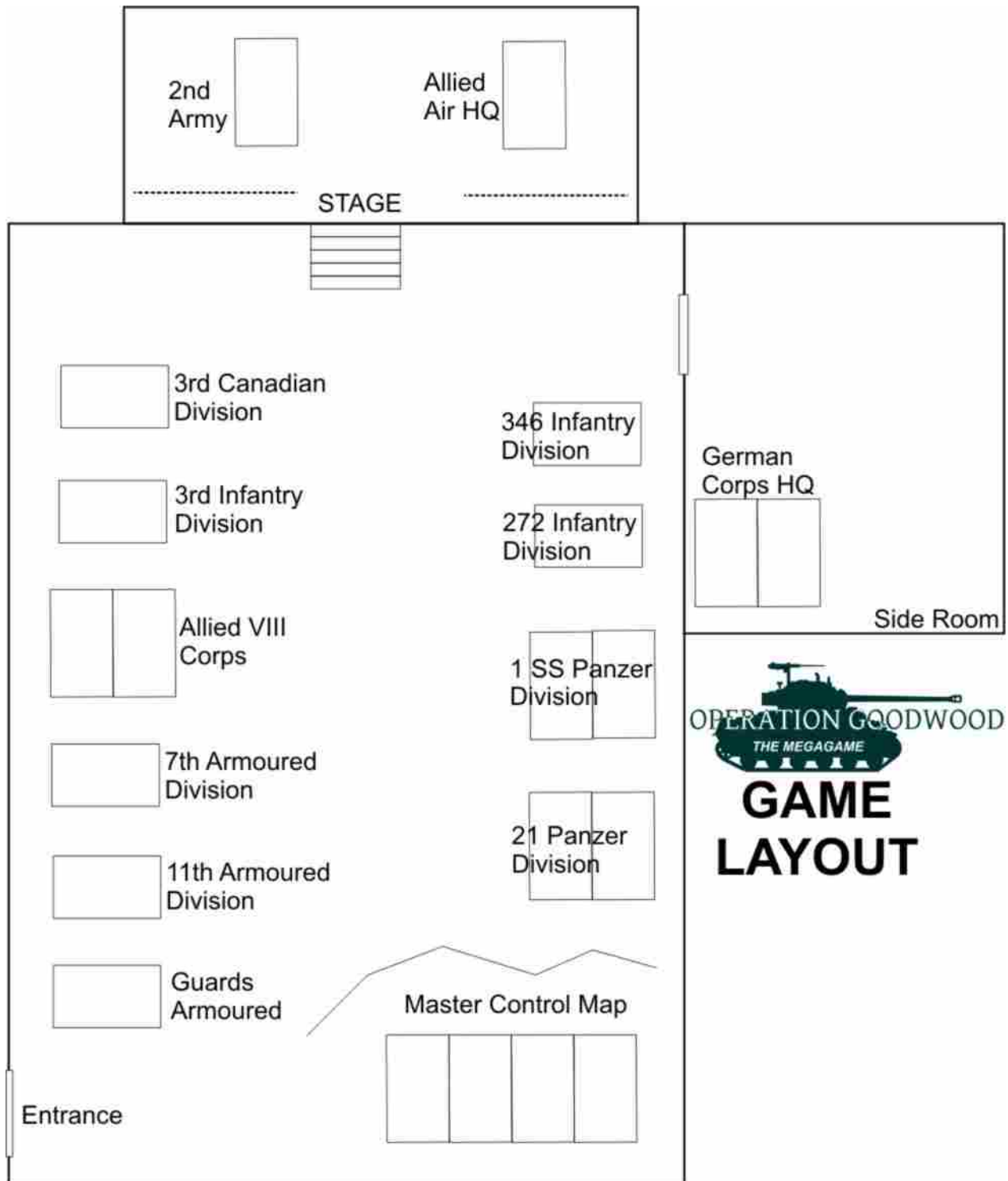
The reason for this is that we want to be sure everyone has a chance to contribute to the planning process. If we send out the information in advance, our experience is that the really keen players will draw up their plans at home and turn up on the day with it all sorted. It also tends to make the planning phase a heated debate between players, each of whom has spent hours on their 'master plan', and each of whom is understandably emotionally attached to their work.

Many of you will have read extensively about the battle, many of you will have not. I would ask those already expert in WW2 / Normandy / Goodwood to resist the temptation to come up with a plan before the day.

In this game, we want the process of arriving at the plan to be done involving everyone, starting from the same point.



4. Layout for the Day

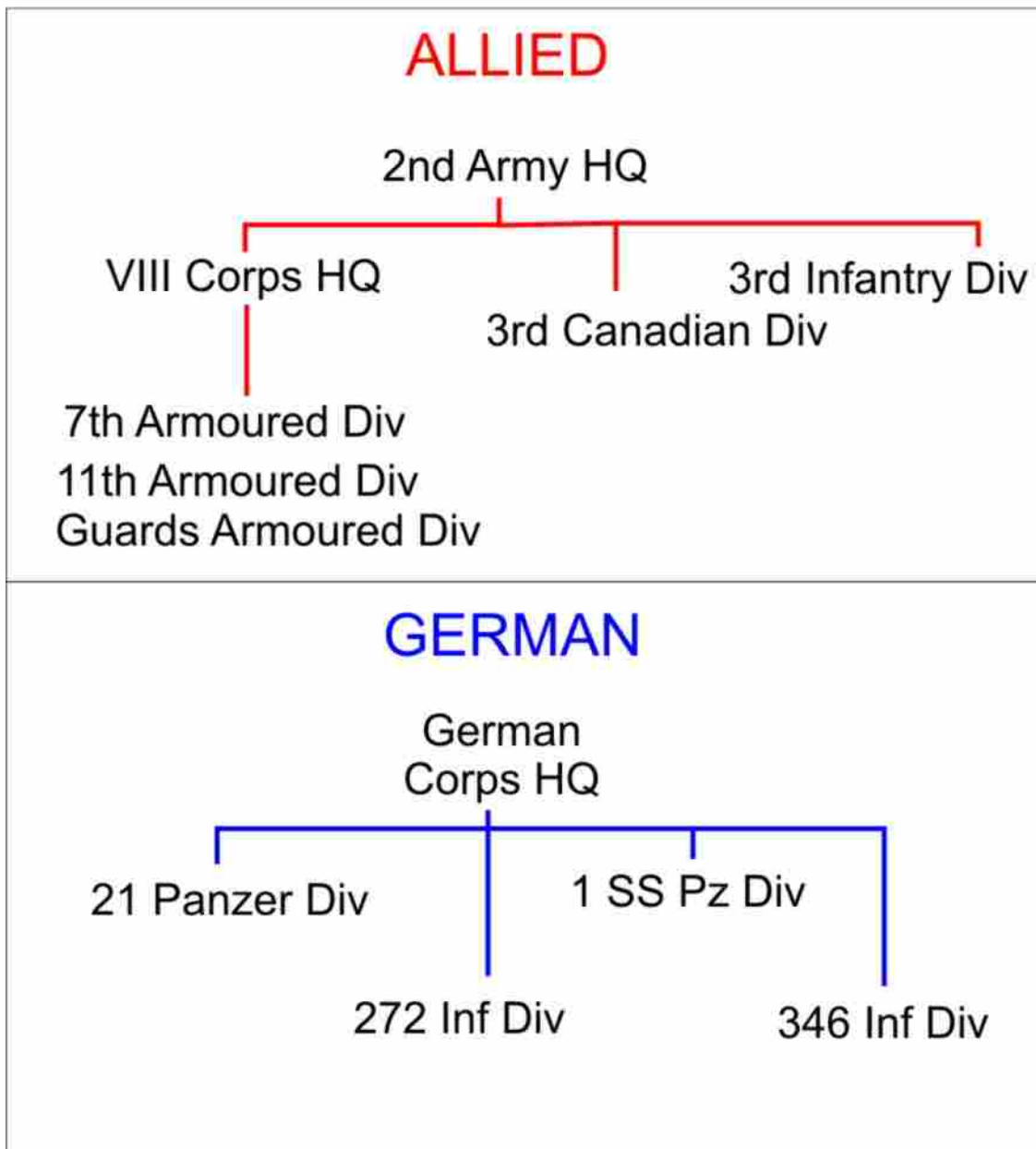


5. TEAM STRUCTURE

At the start of the day, the teams will be organised as illustrated in the diagram below. This might not remain the same throughout the day, particularly for the Germans, where divisional teams might be re-allocated to take charge of reinforcements during the course of the battle.

Note that on the Allied side the two infantry divisions have been placed directly under the 2nd Army team. This is because it did not seem worth creating two more corps teams each of just one division, and it might make the job of the 2nd Army team more interesting

INITIAL TEAM ORGANISATION



6. What is an Operational Megagame?

This is an operational megagame. It is different from most conventional wargames or board games in a number of important respects.

- **Teams** - Players are organised into teams, who need to work in much the same way as a real-life operational headquarters
- **Command Hierarchy** - Teams are organised in a hierarchy of teams that mirrors a real-life military hierarchy
- **No Rules** - Players do not operate a rule-system – all adjudication is done independently by an impartial team known as ‘Game Control’.

Teams

You will find yourself part of a team of players. It is very important to your experience of the day that you get to know your other team members (you may already know them, especially if you have booked to come as a team).

Player teams represent Army HQs, Corps HQs, Divisional HQs and Air HQs.

Within the team you will have to sort out specific roles and jobs. You will find that if the team works like a discussion group, with everyone discussing and agreeing each action, events will happen much too fast for you to keep up.

Within your team, your headquarters if you like, there are four key activities that have to be done if your unit is to operate fight properly:

- Command
- Intelligence
- Operations
- Communication

Command – the Commander player has the final responsibility for the operational decisions for the formation. This responsibility extends to reporting **up** the chain of command to senior level players. It also means that they have to follow orders (a difficult task for many wargamers).

The game simulates a real military hierarchy – and it will allow for realistic consequences for failure or disobedience. If you like being the commander, the best way to hang on to that role is to do a good job.

The Commander listens to his operations and intelligence staffs before deciding what he wants the formation to do – he can then leave it to his operations player to write the orders.



Intelligence – this is understanding what the enemy is doing. An Intelligence player will listen carefully to what Game Control reports and build up a picture of what is facing the formation. This can be a complex and difficult task at times, but if neglected can lead the team into some costly mistakes. Intelligence players will also probe Team Control for information and liaise with neighbouring formations. In a higher headquarters, the intelligence player will be asking for information from subordinate player teams as well as asking for information from other sources such as spies, resistance networks or air recce.

Operations – this is understanding what your own troops are doing. An Operations player will listen carefully to what Game Control reports about the status and capabilities of their own units. Operations will manage the movement of units and prepare order sheets. Operations will keep the unit commander informed of the capabilities and options available to the formation. This may include tasking units – such as armoured car units, recce aircraft - to gather intelligence information for the Intelligence player.

Communication - The game moves at a fixed rate without pause.

Each half hour represents 8 hours of operations.

Within that time, players will have to do all the things described above AND communicate effectively.

This means that intelligence players should be communicating intelligence summaries and operations players communicating unit capability summaries up the chain of command every turn.

This game is as much about effective communication as it is about manoeuvring combat units.



In the game, players will normally be allowed to move to the tables / HQs of friendly forces to communicate.

However, don't forget that the game goes on – if you spend too long chatting, you may not have time to write your orders properly. Players might choose to send written reports or messages to other teams - this can sometimes be quicker.

In some special cases, Game Control might place a team out of communication. If this happens they obviously may not move about and talk until communication has been re-established.

Command Hierarchy

You are playing a game where you are part of a military hierarchy and we aim that in this game, that hierarchy is observed (so far as it is possible with non-military players).

You can disagree with superior commanders, but you may **not** disobey them. This applies to command teams at the higher levels as well, because they will have been given orders from even higher (not played) headquarters, which they must try to follow.

This means also that, as in real life, no commander has a completely free hand to do what they like.

Divisional teams will be given an area of operations, divisional boundaries and objectives by higher command, and they should keep to them (unless forced otherwise by enemy action).

Higher commanders (including non-player high command represented by Game Control) have the power to replace formation commanders.

This might be done by moving a new player into the role from another team, or by rearranging the team and swapping another member of the team into the command slot.

Generally, sacking like this isn't done for being unlucky or losing a battle. It is done when there is obvious disobedience or incompetence – so be warned.

No Rules

Ok, there are rules *really*.

It's just that the players, as a whole, will not be shown all of them. The reason for this is that we want players to react and think like real-life military commanders (who don't have 'the rules' either) rather than chess-players with a full knowledge of the consequences of every action.

So you **won't** be able to say to yourself "...if I swing that battalion into hex 2345 I will gain a +1 on the CRT and block his zone of control.." or similar.

You might instead be saying "If we use the 3rd battalion to swing round the right flank we might dislodge the German infantry in that wood".

Much better, isn't it?

There are a number of player guidelines in this handbook.

These set out key assumptions that you share about the relative capabilities of units in certain circumstances, how far you can expect units to move, and how much supply they might consume.

The Game Control team will also do their best to report back to you in realistic terms.

You should **never** hear

"..your battlegroup launched a +23 attack on a status 17 German unit and got a total success result and took one status loss".

You **will** hear something more like

"The Irish Guards group pressed forwards against German infantry and anti-tank positions in the woods in front of Townsville and pushed them out taking several hundred prisoners and driving them back towards the town. The Guard's losses are low and they will be ready for further offensive operations by tomorrow morning."

7. Hints on Play



Bundesarchiv, Bild 1011-721-0350-37
Foto: Vennemann, Wolfgang | Juli 1944

Command Style - The time pressure of operations means that a formation commander has to rely on his team to carry out his directions. This is because he will be spending time talking to the higher command. Higher command will be taking time to talk to all the subordinate commanders.

It also means that the armies cannot function on a turn-by-turn decision making basis. At the outset the Allies will have the advantage of a pre-prepared plan, but it will work much better if higher commands are thinking several turns ahead, and low level commands at least a turn ahead.

Higher commanders should not, and in fact cannot effectively, micro-manage the lower team's battle for them.

Level of detail – As a general rule of thumb, players should concern themselves with the situation two levels down – i.e, Divisional-level players should be aware of the situation at Battalion level (a division will be controlling maybe 10-12 battalion-sized units), Corps-level players with the situation at Brigade/Regimental level (A corps might have a total of 6-9 brigades under it commanded by its subordinate divisions), Army-level players with the situation at Divisional level. Players should bear this in mind when reporting up the chain in order not to swamp higher headquarters with unnecessary detail, and when sending orders down the chain in order not to micro-manage the battle.

Try to Keep Up – the game moves inexorably onwards. Teams that fail to get their orders written in time will lose the opportunity to issue those orders at all – the game will not wait for them.

So the player teams are advised to do as much as possible to make sure they are ready to issue orders by the deadline.

For example, the operations player might start writing parts of the orders for the next turn before all the feedback from the previous turn has been received. If they are thinking ahead the team will have some idea what they plan to do next. The ops player can then make minor corrections once the full results have been received from the previous turn.

Don't dither or waste time in arguing and discussion - remember the old military adage – "... an adequate decision made immediately is better than the right decision made too late". That said, the formation commander should listen to what he is being told by his team – but the ultimate responsibility is his to make the final decision.



Establish a routine – teams will find it easier to operate efficiently if there is a definite structure to each turn. This will help to ensure that teams keep up to time.

For example, communication between higher and lower formation teams should take place at roughly the same stage in each turn, so that players know when orders and reports need to be ready.

8. Scales, Level and Resolution

The smallest represented unit is the Battalion (or equivalent). This means that some important elements have been factored into the combat capabilities of the battalion. A typical example might be divisional anti-tank units, which have been assumed to be split up among the division's subordinate battalions.

Players represent the staff at Divisional level or higher. Each game turn is 8 hours, expressed as 'Morning', 'Afternoon' and 'Night' turns.

The main map scale is one grid square = 1 km. Note that the grid squares are for map reading and reporting, **they are not 'game board' squares** and you will find yourself in difficulty if you treat them as such.

9. Sequence of Action

Each battle turn will take 30 minutes to complete. Teams will need to structure their use of time carefully to ensure that they carry out all their tasks within each turn. This table illustrates the sort of routine players in a Divisional team might adopt. It is important to (a) organise your time around certain fixed points – most importantly, the need for written orders to be ready at the start of each turn, but also the times at which you should be communicating with higher/lower formations; and

(b) be ready to react flexibly and quickly if the routine starts to break down.

Time in turn	Commander	Ops	Int
Start	Thinking ahead to turn after next	Gives Control written orders for turn.	Ensure Control understands intelligence requirements – i.e. where recce has been ordered.
Minutes 1-3			
Control takes orders to Control map			
Minutes 3-10	Communicates with Corps HQ	Prepares as much of next orders as possible	Communicates with neighbouring Div HQ
Control reports back			
Minutes 10-15	Listens to Control briefing on outcome of combat	Listens to Control briefing on outcome of combat and status of own units	Listens to Control briefing for information on enemy units
Minutes 15-25	Considers whether changes in orders are required	Updates own units on team map	Updates enemy units on team map – this will take a while
		Assesses own units capability and briefs Commander	Assesses enemy strength/intentions and briefs Commander
	Gives orders for next turn to Ops	Receives orders from Commander	Receives intelligence requests from commander
Minutes 25-30	Spend time thinking	Completes written orders for next turn	Helping Ops with orders, checking.
Control returns for next turn's orders			

10. Orders


Each turn players will issue orders for units or groups of units with the same task (i.e. battlegroups, regiments, or brigades).

An order sheet is then passed to the Team Control who checks that they can understand it, before going to the master map and implementing the orders.

Game control then annotate the order sheet as the combat is resolved and return to the players to report. The order sheet looks like this:

ALLIED **GAME TURN No.** _____

Order Sheet :Game Date _____ **night / am / pm**



Unit / Grouping	Orders	Supporting elements	General Intentions (circle one in each col.)		Game Control Notes
			Action	Movement	
			Break through Attack Probe Hold Move Prepare	Tact Non-Tact	
			Break through Attack Probe Hold Move Prepare	Tact Non-Tact	
			Break through Attack Probe Hold Move Prepare	Tact Non-Tact	

The headings are mostly self-explanatory, except 'general intentions' which are:

Action	
<i>Breakthrough</i>	This is only available to armoured units. An all out attack intended to break through the enemy formations and continue movement on the other side. This might mean the units fight more than one action during the turn and will wear out units faster.
<i>Attack</i>	Attack the units in the direction indicated in orders, with the intention of dislodging or destroying them and taking an objective. Be clear about what the objective is. An objective can be more than one turn ahead.
<i>Probe</i>	Intensive patrolling to determine the location and extent of units to the front. The unit will advance until it makes contact then conform to the enemy's deployment, when found. This also gives some unit identification of the facing units.
<i>Hold</i>	Dig in and remain in current positions. If specified in orders this might be a 'stand fast' or 'hold at all costs' in which case the unit might take additional casualties rather than be pushed back.
<i>Move</i>	Move from 'A' to 'B'. If enemy encountered, the unit stops and does not attack.
<i>Prepare</i>	Prepare for an attack. This is essential if an attack is to be successful.
Posture	
<i>Tact</i>	Tactical – ready for combat deployed and expecting trouble.
<i>Non-Tact</i>	Non-Tactical. Not ready for combat, not expecting trouble. Ammunition stowed, weapons slung. But allows faster movement.

11. Unit Movement

Movement

As a guide, the ABSOLUTE MAXIMUM movement distance, in kilometres, are shown below.

Unit movement will almost always be much less than this maximum, especially the road movement rates which can be affected by weather, congestion, choke points and other road conditions. And, of course, the enemy.

**REMEMBER, THESE FIGURES REPRESENT
THE UNINTERRUPTED MAXIMUM MOVE.**

NIGHT MOVES are MUCH slower – no more than ½ the distances below.

Troops	Ground	Tactical	Non-tactical	Road Column	River Crossing
Horse drawn & Infantry &	All terrain	15	25	30	Possible
Mech. or motorised	Close	18	28	64	impossible
	Open	30	32	64	impossible
Tanks or SPGs	Wood/ Town	18	28	64	impossible
	Marsh	8	18	64	impossible
	Open	30	32	64	impossible
Motor towed arty	All terrain	-	-	75	impossible
Recce and lt. tanks	Close	18	28	100	possible
	Open	30	35	100	possible

Obviously, movement can be interrupted for combat. Units which have moved for more than half a turn cannot fight in that turn (i.e. they fight in the next turn).

Armoured units which are *breaking through*, may move on after a combat - depending upon how fierce the fighting was.

Examples of things that slow down unit movement

- Moving down narrow, twisty lanes
- Coming under fire
- Traffic jams
- Getting lost
- Bad weather
- Preparing for an attack
- Making tea (British units only)

River Crossing

On the operational maps only important river obstacles of are marked. There are numerous less important obstacles that have been factored into the movement rates.

Units indicated above as 'River Crossing = impossible' can only cross any marked canal or river obstacle at a bridge.

Other units may cross canals and minor rivers, but not major rivers without a marked bridge (using minor unmarked footbridges and locks or otherwise improvising).

12. Traffic

Unit Size Points

At any major crossing, the bridge or ferry will be given a capacity in terms of

'Unit Points Per Turn'

Each unit is given a score (indicating how much road it takes up when moving).

During any major troop movement, bridges will form the main choke points for traffic, and this will be reflected in the game.

The unit points are marked on the counters in the top right corner.



The capacity of typical river crossings and choke points, in points per phase, will be:

<u>Crossing type</u>	<u>Capacity in points</u>
Main road bridge	120
Minor road bridge	40
Bailey bridge	30
Rail bridge	20
Light military bridge	15

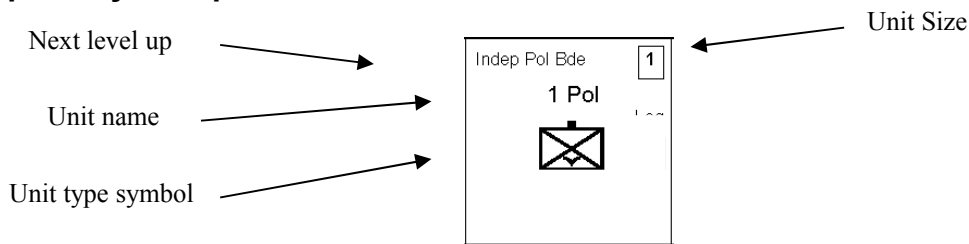
None of these figures are hard and fast, of course. Circumstances or enemy action can dramatically alter the capacity of a given river crossing.
The above figures must be regarded as only a general guide.

Column Lengths

When in 'road column' the unit points also indicates the amount of road space the unit takes up in kilometres.

13. Combat

Example Player Map Counter



You will be given a set of player counters to mark the locations of your units. Remember that the counter is simply a unit marker. It isn't the unit. Units can be deployed over areas larger than the counter (or smaller). Make sure your Team Control understands the operational area you intend each unit to cover.

Support Units

Some units have a primarily support role. This means that the unit can only be used in attack or defence in conjunction with another unit of at least equal size. For example, independent anti-tank or flak companies.

Combat Assumptions

- Combat is extremely wearing on all troops. Even if they win a battle, the winner's attacking units will take many casualties, often more than the defenders. It is important for commanders to ensure that they do not exhaust their entire force by continually using, say, their entire division to attack.
- On the whole, tanks do not fight at night.
- Infantry have an advantage over tank formations when defending built-up areas or closely wooded country.
- Preparation is everything. All attacks need at least one game turn of preparation (i.e. waiting, or moving up a short distance) if they are to stand the best chance of success. Obviously, sometimes attacks must be hastily organised and immediate – but be warned, success is less likely in hasty attacks.
- Co-ordination in battle is very hard. Units from the same Brigade / Regiment / Kampfgruppe are used to working together – but additional units, especially from another



command or division make the task of battle co-ordination harder. So in a single fight, two brigades from the same division will be more effective than two brigades from different divisions.

- Tactical air power in the close support role can be decisive in an attack. But it does require several squadrons of effort to do so.
- Artillery is essential to both attack and defence. Attacking without artillery support is a definite disadvantage.
- Combined arms attacks – making good use of infantry, armour and artillery in the same attack – increase the chances of success considerably.
- Tank units are quite potent in battle, but have limits. A well deployed infantry battalion can hold up tanks, especially in close country or built up areas.
- It takes time to do anything. For the vast majority of units, the following timings apply:
 - a. To prepare a brigade/battalion for an attack **takes 1 turn.**
 - b. Attach a battalion to a different division **takes 1 turn.**

Players must have allowed for these timings in their orders.

Supporting Artillery

Unit	Effective Range (km)	Long Range (km)
Field Artillery	8	12
Medium Artillery	12	18
Heavy Artillery	10	16
Nebelwerfer	8	n.a.
Infantry Guns	6	n.a.

Defending artillery specifically allocated to the task can be counted as support for defenders.

Artillery units can be moved and fired, but obviously their effect is reduced in proportion to how much of the turn they spend moving and what part of the turn they move in.

For example, an artillery regiment moving up during the first half of a turn could not, obviously, support an attack commencing at the beginning of that turn.



Air-Ground Attacks (Close Air Support)

Close air support (CAS) of a ground battle is very difficult to organise successfully.

This can only be done in **prepared** attacks (i.e. those having spent the previous turn with 'prepare' orders) – unless Cab Rank is available (see below).

Also the effectiveness of the attack is influenced by the presence of specialised air liaison units .

German doctrine seems to have been to use their limited air power to hit rear areas and vulnerable targets - so most of the time they will use interdiction (see later).
Air attacks are always by squadrons or the equivalent

Cab Rank. This was a system whereby a number of squadrons would be in the air and on call for 'immediate' CAS missions. This option is only available to the Allies.
A Cab Rank takes 3 squadrons to provide 1 squadron's worth of cover.
The main effect is that by using Cab Rank CAS is made available for unprepared attacks and can be allocated to defence.

Air / Artillery Interdiction. This is where a specific location or area is bombarded by artillery or aircraft speculatively. This has the effect of immobilising, or possibly doing some damage to units in, or passing through, the interdicted area.

14. Air Operations

Close Air Support:

Acting like artillery support to a given ground operation.

This must be pre-ordered as part of the unit's orders - and must appear in BOTH ground AND air orders to be effective.

Unless Cab Rank is in operation CAS **can only be used to support prepared attacks.**

Bombing / Interdiction:

Bombing a given location or unit on the map behind enemy lines.

This includes flak suppression actions. The bomb line is normally at least 3 or 4 km from the nearest friendly troops.

Air interdiction will affect an area 2km x 2km.



Recce:

Reconnaissance of the map area. The German forces are assumed to be very well camouflaged, so allied air recce will tend only to pick up daylight movements or very high concentrations of troops.

Escort:

Close air cover to protect bombers or transport aircraft.

Air Cover:

Combat air patrols to dissuade enemy air operations.

15. Typical Unit Type Symbols

unit type	description	unit type	description
	Anti Tank		Artillery
	Transport / Logs		SP Artillery
	Mountain Inf		Armoured Engineers
	Airborne Arty		Airborne Engineers
	Paras		Glider Infantry
	AA Arty		Mountain Arty
	Engineers		HQ
	Infantry		Blank
	Armour		Bridging Column
	Mechanised		
	Recce		



16. Formation Types, Sizes and Abbreviations

Formation	Number of subunits	Approx numbers of troops	Normal Abbreviation
Army group	2+ Armies	20000-Loads	AG
Army	2-4 Corps	8000-250000	Army
Corps	2-4 Divisions	4000-60000	Corp
Division	2-4 Brigades	2000-12000	Div
Brigade	2-4 battalions	500-3000	Bde
Regiment	1-3 battalions	200-2000	Regt
Battalion	2-4 companies	200-800	Bn
Company	2-4 platoons	100-200	Coy
Platoon	2-4 Squads...	20-40	Pltn
Group/ Squad/ Section		8-12	Gp / Sqd / Secn

In the British Army the term 'regiment' is used to mean a battalion-sized unit.

The German Army has *Kampfgruppe* which are improvised units which vary between company and divisional sized units.

Other Abbreviations:

Abbreviation	Meaning
AA	Anti-aircraft
AAA	Anti-aircraft artillery
AB	Airborne
Abn	Airborne
Abt	Abteilung – a 'detachment' usually of Battalion size.
AFCG	Airfield Construction Group
AFDAG	Airborne Forward Delivery Airfield Group
AGRA	Army Group Royal Artillery
Armd	Armoured
Arty	Artillery
Atk	Anti-tank
Cav	Cavalry
DUKW	Amphibious truck (D= 1942 U = Amphibious K = Front Wheel Drive W = Rear Wheel Drive)
Eng	Engineers
Fd	Field – as in 'Field Artillery'
FK	Fahrkolonne – German horse-drawn logistics unit
Flak	Anti-aircraft
Fus	Fusilier (infantry)
GAF	German Air Force
Gren	Grenadier (infantry)
HAA	Heavy Anti-Aircraft
Inf	Infantry
JgPz	Self-propelled anti-tank guns
KG	Kampfgruppe
LAA	Light Anti-Aircraft
Mech	Mechanised (usually troops in armoured personnel carriers)
Med	Medium – as in 'Medium Artillery'
Mot	Motorised (usually troops in trucks)

Abbreviation	Meaning
Para	Paratroops
Pz	Panzer
PzGren	Panzer Grenadier
RA	Royal Artillery
RAC	Royal Armoured Corps
RASC	Royal Army Service Corps (logistics troops)
RE	Royal Engineers
Recce	Reconnaissance
SC	Service Company (US Logistics unit)
SKK	Schweres Kraftwagen Kolonne (motorised German logistics unit)
SP	Self-Propelled (usually tracked vehicles)
Svc Coy	Service Company (US Logistics unit)

Comparative Staff Officer Ranks Table

British Army	US Army	Wehrmacht	Waffen SS
Field Marshall	General	GeneralFeldmarschall	OberstGuppenfuhrer
General	General	GeneralOberst	Oberfuhrer
Lieutenant General	Lieutenant General	GeneralLeutnant	Obergruppenfuhrer
Major General	Major General	GeneralMajor	Gruppenfuhrer
Brigadier	Brigadier-General	-	-
Colonel	Colonel	Oberst	Standartenfuhrer
Lieutenant Colonel (pronounced "LEF-TENANT")	Lieutenant Colonel (pronounced "LOO-TENANT")	Oberstleutnant	Obersturnbannfuhrer
Major	Major	Major	Sturmbanfuhrer
Captain	Captain	Hauptmann	Hauptsturmfuhrer



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Foto: Göttrn, Arthur | Juni 1944

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