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TARGET	20

The first step in thinking. Directing attention to the specific matter that is to be the subject of the thinking. The importance of picking out the “thinking target” in as definite and focused a manner as possible.

EXPAND	26
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Having picked out the target the next step is to expand upon it: in depth, in breadth, in seeking alternatives. This is the opening-up phase of thinking. “Say as much as you can about . . .”

CONTRACT	32
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The third step is to narrow down the expanded thinking to something more tangible and more usable: main points, a summary, a conclusion, a choice or selection.

TEC (TARGET-EXPAND-CONTRACT)	38
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The use the three preceding tools in one sequence. Practice in defining the target, exploring the subject and narrowing down to a usable outcome.

PURPOSE	44
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Being clear about the exact purpose of the thinking. With what does one want to end up: a decision, a problem solution, an action plan or an opinion? The general purpose of the thinking and also the specific objective.

INPUT **52**

The situation, the scene, the setting, the information available, the factors and people to be considered, the total input that goes into the thinking.

SOLUTIONS **60**

Alternative solutions including the most obvious, the traditional, and the new. Methods for generating solutions and filling gaps.

CHOICE **68**

The decision process. Choosing between the alternative solutions. Priorities and the criteria of choice. Consequences and review of the decision.

OPERATION **76**

Implementation. Carrying through the results of the thinking. Setting up the specific action steps that will bring about the desired result. Putting the thinking into effect.

TEC – PISCO **84**

Using the whole PISCO sequence (Purpose--Input-Solutions-Choice-Operation). Consolidation of the total TEC-PISCO framework in which the first three tools (TEC) are used to define and elaborate each of the five stages of the PISCO procedure.

SUMMARY **92**

**APPENDIX – ADDITIONAL SECTIONS OF
CoRT THINKING** **96**

- CoRT 1:** Breadth
- CoRT 2:** Organization
- CoRT 3:** Interaction
- CoRT 4:** Creativity
- CoRT 5:** Information and Feeling



The illustration shows an arrow hitting a target. A gun is most effective when it is aimed directly at a target. Thinking is most effective when it is aimed directly at a target.

The most important thing that we can do about thinking is to direct it at a definite target.

- Define the target
- Pick out the target
- Isolate the target
- Identify the target
- Pin-point the target
- Focus on the target
- Single out the target
- Concentrate on the target
- Direct attention at the target
- Aim thinking at the target

All these are different ways of saying the same thing.

EXAMPLES

1. A man wanted to make toys for children. He decided to make some animals and he thought they should be big enough to be pull-along toys. He chose wood as the material and got some people to carve the animals and then paint them in bright colors. In the end he had some very nice toys, but they were much too expensive for anyone to buy. In his thinking he had not concentrated on the target that people should be able to buy the toys.
2. In an examination a girl was asked to write an essay on King Henry VIII. She wrote a long piece about each of his wives. She had no time left to write about his quarrel with the church or his other activities. She had forgotten to set out her targets in advance.
3. A tourist was told to take the number 49 bus to get to the museum. He asked someone where to catch the bus and then jumped onto the number 49. Three-quarters of an hour later he was lost. He had gotten on the bus going the wrong way. He had chosen the target of catching the 49 bus, not of getting to the museum.