



# TIME MANAGEMENT MATRIX Stephen R. Covey & Roger Merrill *First Things First*

	Urgent	Not Urgent
Important	<b>I</b> <ul style="list-style-type: none"> <li>▶ Crisis</li> <li>▶ Pressing problems</li> <li>▶ Deadline-driven projects</li> <li>▶ Deadline-driven meetings</li> <li>▶ Deadline-driven preparations</li> </ul> <p>20/25%</p>	<b>II</b> <ul style="list-style-type: none"> <li>▶ Preparations</li> <li>▶ Prevention</li> <li>▶ Values clarification</li> <li>▶ Planning</li> <li>▶ Relationship building</li> <li>▶ True re-creation</li> <li>▶ Empowerment</li> </ul> <p>65/80%</p>
	<b>25/30%</b>	<b>15%</b>
Not Important	<b>III</b> <ul style="list-style-type: none"> <li>▶ Interruptions</li> <li>▶ Some phone calls</li> <li>▶ Some mail</li> <li>▶ Some reports</li> <li>▶ Some meetings</li> <li>▶ Many proximate and pressing matters</li> <li>▶ Many popular activities</li> </ul> <p>15%</p>	<b>IV</b> <ul style="list-style-type: none"> <li>▶ Trivia</li> <li>▶ Busywork</li> <li>▶ Junk mail</li> <li>▶ Some phone calls</li> <li>▶ Time wasters</li> <li>▶ “Escape” Activities</li> </ul> <p>&lt;1%</p>
	<b>50/60%</b>	<b>2/3%</b>

-  % Amount of time we **SHOULD** spend in each Quadrant
-  % Amount of time we **ACTUALLY** spend in each Quadrant

It is an amazing fact that so much time is spent in Quadrant III - 50 to 60% - on **activities** that do not warrant that effort. They need to be **prioritised, delegated or dismissed** to allow us to focus on Quadrant II rather than spending extra hours at the office or in your own time, catching up on these **non-urgent/important** activities. The results from these activities frequently measure performance, yet we only spend 15%, rather than the majority of our time, focused there.

