



## THE TIME MANAGEMENT MATRIX

	URGENT	NOT URGENT
IMPORTANT	<p><b>Quadrant I</b></p> <p><b>Both urgent and important</b></p> <ul style="list-style-type: none"> <li>• Crises (serious incident, upset parent)</li> <li>• Pressing problems (stressed teacher, disruptive classroom)</li> <li>• Deadline-driven projects (compliance matters, project reports, meeting agendas)</li> </ul> <p>A leader can be daily consumed &amp; exhausted by crises, problems &amp; deadlines. These can grow bigger, dominate &amp; wear you down. You escape to Quadrant IV to survive!</p> <p><b>Result: stress, burn out, crisis management, 'putting out fires' dominates if crises, problems &amp; projects are not dealt with efficiently &amp; effectively.</b></p>	<p><b>Quadrant II</b></p> <p><b>Not urgent yet important</b></p> <ul style="list-style-type: none"> <li>• Building trusting relationships</li> <li>• Giving &amp; receiving critical feedback</li> <li>• Aligning goals to vision &amp; mission</li> <li>• Strategic planning focus (annual plan, project plans)</li> <li>• Explicit outcomes for meetings, plans &amp; projects</li> <li>• Accountability at all levels (clear metrics of success, monitoring &amp; reporting progress, incompetence dealt with)</li> </ul> <p>Quadrant II is at the heart of effective leadership. A leader sees opportunities, thinks preventively, deals efficiently &amp; effectively with complex problems.</p> <p><b>Result: fewer crises, high-impact solutions, high-impact leadership influence, results.</b></p>
NOT IMPORTANT	<p><b>Quadrant III</b></p> <p><b>Urgent but not important</b></p> <ul style="list-style-type: none"> <li>• Frequent interruptions (always an open door)</li> <li>• Some phone calls (takes most calls, minimal delegation)</li> <li>• Some mail (doesn't delegate)</li> <li>• Some meetings (attends most meetings)</li> <li>• Immediate matters (everything's important)</li> <li>• Some activities (goes to everything)</li> </ul> <p>A leader can think they're in Quadrant I, when they're not. Spends too much time reacting to things, assuming they're all important, &amp; often based on other's priorities &amp; demands.</p> <p><b>Result: short-term focus, crisis management, low trust relationships, low integrity, feeling victimized, no time for 'real work'.</b></p>	<p><b>Quadrant IV</b></p> <p><b>Not urgent and not important</b></p> <ul style="list-style-type: none"> <li>• Busy work (not delegating)</li> <li>• Emails &amp; mail (responds immediately to everything)</li> <li>• Some phone calls (long conversations, always available)</li> <li>• Time wasters (chats to everyone, wandering without purpose)</li> <li>• Pleasant activities (congenial time with favourites; visible at anything &amp; everything)</li> </ul> <p>This Quadrant is the escape from real leadership work.</p> <p><b>Result: inefficient &amp; ineffective use of time.</b></p>

Developed by David Eddy: Leadership Consultant Limited (2016), based on Stephen R Covey *The 7 Habits of Highly Effective People*

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PRESENTATIONS  
SEMINARS  
WORKSHOPS

+64 27 229 9825  
+64 9 424 3808  
david@davideddyleadership.co.nz  
www.davideddyleadership.co.nz

10/148 Brightside Road  
Stanmore Bay  
Auckland 0932  
New Zealand