



Time Management Workbook



Time Management Matrix

Urgent and Important	Important but not urgent
QUADRANT 1	QUADRANT 2
1. CRISES	1. PREPARATION
	2. PLANNING
2. PRESSING PROBLEMS	3. RELATIONSHIP BUILDING
	4. SELF DEVELOPMENT
3. DEADLINE DRIVEN PROJECTS	5. DEVELOP AND EMPOWER
	6. "PURPOSEFUL" RECREATION
4. MEETINGS, PREPARATIONS	
Urgent but not important	Not important and not urgent
QUADRANT 3	QUADRANT 4
	1. TRIVIA
1. INTERRUPTIONS, SOME PHONE CALLS	2. JUNK MAIL
	3. SOME PHONE CALLS
2. SOME MAIL, SOME REPORTS	4. TIME WASTERS
3. SOME MEETINGS	5. "MINDLESS" ESCAPE ACTIVITIES
	6. 'SOCIALISING'

1 - the quadrant of "DAILY REALITY"

2 - the quadrant of "QUALITY"

3 - the quadrant of "DECEPTION"

4 - the quadrant of "WASTE"

(Source: Covey, 1994, "First Things First")

Quadrant 1

We need to spend time in this Quadrant.

This quadrant acts on us. It is unavoidable and can never be totally eliminated

–however, if we ignore it we become buried alive!

This is where we manage, we produce and where we bring our experience and skills to bear in responding to many needs and challenges.

We also need to face the fact that many activities have arrived in this quadrant because of procrastination and inefficient planning and preparation, that we must take some responsibility for.

Quadrant 2

This quadrant is where we increase our ability to do. It is about personal leadership and organisation. Ignoring this quadrant feeds and enlarges Quadrant 1.

Investing in this quadrant shrinks Quadrant 1.

Quadrant 2 does not act on us; we must act on it.

Quadrant 3

This is almost the phantom of Quadrant 1.

The "noise" of urgency creates the illusion of importance but the actual activities, if indeed they are important at all, are often only or much more important to someone else!

We spend a lot of time in this quadrant, meeting other peoples' priorities and expectations thinking we are in Quadrant 1.

Quadrant 4

We really shouldn't be here at all but we get so battle scarred from being tossed around in quadrants 1 and 3 that we often escape to here for what we perceive to be "survival".

However, it is not survival - this is only really enabled by Quadrant 2 activities - it is more like deterioration. It may have a short term 'feel good' effect to go into this quadrant but in the long term it adds to our time management pressures.

Diary/calendar/personal planner approaches with time for important activities scheduled in

Setting of short and longer term goals, with required actions and realistic timescales and resource commitments

Having analysed your commitment to urgency and importance, you are now ready to start deciding what YOU are actually going to try and do to improve YOUR time management.

The KEY to effective time management

We need to look at the two primary factors that determine how we choose to use our time:

URGENCY

Do you need to reduce your emphasis on dealing with the urgent and increase the time you spend dealing with the important in Quadrant 2?

Do you let others dominate your time and keep you rooted in Quadrant 3?

Daily checklists/reminders - then, if things are not finished, you put them on your new list for tomorrow.

IMPORTANCE

Knowing and doing what is important rather than simply responding to what is urgent is crucial if we wish to improve our time management.

Do you operate from a mind-set of urgency or importance?

Check out your urgency index by completing the questionnaire provided.

Then ask yourself the following:

We now need to start identifying the important. So, ask yourself the following:

What are the things (identify at least one) you know that if you did superbly well and consistently would have significant positive results in the way you work?

Are you sufficiently using the sort of time management tools that are more likely to enable you to achieve this and move you more in to Quadrant 2?

How much does urgency control you? Are you over using time management tools and techniques that actually feed your focus on the urgent and keeps you rooted in Quadrant 1?

Having analysed your commitment to *urgency* and *importance*, you are now ready to start deciding what YOU are actually going to try and do to improve YOUR time management

The Urgency Index (Covey, 1994) Circle the number along the matrix that most closely represents your normal behaviours or attitudes - 0 = never 2 = sometimes 4 = always	
I seem to do my best work when under pressure	0 1 2 3 4
I often blame the rush and pressure of external things for my failure to spend time planning and preparing	0 1 2 3 4
I am often frustrated by the slowness of people and things around me. I hate waiting	0 1 2 3 4
I feel guilty when I take time off work	0 1 2 3 4
I always seem to be rushing between places and events	0 1 2 3 4
I frequently find myself pushing people away so that I can finish a project	0 1 2 3 4
I feel anxious when I'm out of touch with the office for more than a few minutes	0 1 2 3 4
I'm often preoccupied with one thing when I am doing something else	0 1 2 3 4
I'm at my best when handling a crisis situation	0 1 2 3 4
The adrenaline rush from a new crisis seems more satisfying to me than the steady accomplishment of long-term results	0 1 2 3 4
I often give up quality time with important people in my life to handle a crisis at work	0 1 2 3 4
I assume people will naturally understand if I have to disappoint them or let things go in order to handle a crisis	0 1 2 3 4
I rely on solving some crisis to give my day a sense of meaning and purpose	0 1 2 3 4
I often eat lunch or other meals while I work	0 1 2 3 4
I keep thinking that some day I'll be able to do what I really want to do	0 1 2 3 4
A huge stack in my out tray at the end of the day makes me feel like I have been really productive	0 1 2 3 4
Total Score out of 64	

What sort of score do you think might represent an "urgency addiction" that dominates your working life?

Do you need to lower your score? To what?

Action planning

First - complete the matrix below.

Think carefully and be honest about the way you spend time currently.

Think carefully and be realistic about the targets you are going to set.

Urgent and Important	Important but not urgent
% time you spend here = Target % time to spend here in future =	% time you spend here = Target % time to spend here in future =
Urgent but not important	Not important and not urgent
% time you spend here = Target % time to spend here in future =	% time you spend here = Target % time to spend here in future =

Second - draft the action plan template, reflect on it, discuss it with others, fine tune it and then do it!

Time management action plan

Quadrant 1	Action	Timescale/tools/ techniques /resources needed
<p>Things that keep me in Quadrant 1 for % of my time at the moment:</p>	<p>Things I WILL do to reduce these things</p> <p>OR make me more efficient at dealing with them in order to achieve my target time:</p>	

Quadrant 3	Action	Timescale/tools/ techniques /resources needed
<p>Things that keep me in Quadrant 3 for % of my time at the moment:</p>	<p>Things I WILL do to reduce these things</p> <p>OR make me more efficient at dealing with them in order to achieve my target time:</p>	

Quadrant 4	Action	Timescale/tools/ techniques /resources needed
Things I do to escape in to Quadrant 4 for % of my time at the moment:	Things I WILL do to reduce these things OR make me more efficient at dealing with them in order to achieve my target time:	

Consider the actions you have drafted in your action plan in order to address Quadrants 1,3 and 4

Is this going to be enough to move you into Quadrant 2 for your target % time?

- think carefully - look back at the matrix again
- there are 6 areas of activity you should be concentrating on
- have you included them?
- you may need to re-visit the matrix on the first page to remind yourself of the 6 areas

NOW - prioritise them and turn them into key SMART objectives.
List your SMART objectives in priority order below:

Specific

Measurable

Achievable

Realistic

Timebound

What exactly are you going to do?

What tools/techniques will you use to help?

What measures/targets will you set?

Are you capable of doing it?

Do you have enough motivation?

Is your timescale sensible?

What will be your target time to achieve by?

1	
2	
3	
4	
5	



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