

Time Management Matrix

INDEPENDENT WILL

Independent will is what makes self-management possible. This is the ability to make independent choices and act on those choices and decisions; to act instead of be acted upon. Stephen Covey says, "The human will is an amazing thing. Time after time, it has triumphed against unbelievable odds. ... But... it's usually not the dramatic, the visible, the once-in-a-lifetime, up-by-the-bootstraps effort that brings enduring success. Empowerment comes in learning how to use (independent will) in the decisions we make every day."

I M P O R T A N T	Urgent	Not Urgent
	I Activities: Crises Pressing problems Deadline projects	II Activities: Prevention Planning/ recreation Relationship building New opportunities
I. <u>Not</u> I M P O R T A N T	III Activities: Interruptions, some calls Some meetings Pressing matters Popular activities	IV Activities: Trivia, busy work Some mail and calls Time wasters Pleasant activities

Results of Spending Time in Quadrants I, II, III, and IV.

Quadrant I Results:

- Stress
- Burnout
- Crisis management
- Always putting out fires

Quadrant III Results:

- Short-term focus
- Crisis management
- Reputation-chameleon character
- See goals and plans as worthless

Feel victimized, out of control
Shallow or broken relationships

“People who spend time almost exclusively in Quadrants III and IV basically lead irresponsible lives.”. Effective people stay out of III and IV because they are not important even if they are urgent. Stephen Covey

Quadrant III and IV together Results:

Total irresponsibility
Fired from jobs
Dependent on others or institutions for basics

Quadrant II is the heart of personal management. It deals with the *important* things—like long range planning, building relationships, preventive measures preparation, deciding on priorities. Paying attention to Quadrant II diminishes time spent in Quadrant I.

Quadrant II Results:

Vision, perspective
Balance
Discipline
Control
Few crises

Because Quadrant II activities are not urgent, we tend to not do them—thus the need for Independent Will.

At first the only place to get time for Q II is from Qs III and IV. Q I is urgent and can't be ignored, but these activities will shrink as you spend more time in prevention and preparation in Q II.

“You have to be proactive to work on Q II because Qs I and III work *on you*. To say, “yes” to important Q II priorities, you have to learn to say “no” to other activities, sometimes apparently urgent things. Stephen Covey.

Covey, Stephen R. (1989). *The 7 habits of highly effective people*, New York: Simon & Schuster.