Franklin Covey’s Time Management Matrix

<table>
<thead>
<tr>
<th>Important</th>
<th>Urgent</th>
<th>Not Urgent</th>
</tr>
</thead>
<tbody>
<tr>
<td>(MANAGE)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urgent</td>
<td></td>
<td>Not Urgent</td>
</tr>
<tr>
<td>Quadrant of Necessity</td>
<td></td>
<td>Quadrant of Quality &amp; Personal Leadership</td>
</tr>
<tr>
<td>III</td>
<td></td>
<td>IV</td>
</tr>
<tr>
<td>(AVOID)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not Important</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quadrant of Deception</td>
<td></td>
<td>Quadrant of Waste</td>
</tr>
</tbody>
</table>

- Important Urgent (MANAGE)
  - Crisis
  - Medical emergencies
  - Pressing problems
  - Deadline-driven projects
  - Last-minute preparations for scheduled activities

- Important Not Urgent (FOCUS)
  - Preparation/planning
  - Prevention
  - Values clarification
  - Exercise
  - Relationship-building
  - True recreation/relaxation

- Not Important Urgent (AVOID)
  - Interruptions, some calls
  - Some mail & reports
  - Some meetings
  - Many “pressing” matters
  - Many popular activities

- Not Important Not Urgent (AVOID)
  - Trivia, busywork
  - Junk mail
  - Some phone messages/email
  - Time wasters
  - Escape activities
  - Internet