

## Covey's Time Management Matrix

**QUADRANT OF  
NECESSITY**

**QUADRANT OF  
QUALITY AND  
LEADERSHIP**

	Urgent	Not Urgent
Important	<p><b>I</b> <b>Fire Fighting</b></p> <p>Crises Pressing Problems Deadline-driven projects Health Issues</p> <ul style="list-style-type: none"> <li>◆ These are things you have to do—now.</li> <li>◆ Living here constantly = burnout and stress.</li> </ul> <p><i>“If you stay in Q1 too long, Q1 will eventually dominate your life.”</i></p>	<p><b>II</b> <b>Quality Time</b></p> <p>Strategic planning Relationship building Self-care and wellness Personal development Goal setting and reflection Proactive prevention (e.g., risk management) Coaching and mentoring</p> <ul style="list-style-type: none"> <li>◆ This is where effective people live.</li> <li>◆ These activities don't scream—but they build your legacy.</li> </ul> <p><i>“Effective people are not problem-minded; they're opportunity-minded.”</i></p>
Not Important	<p><b>III</b> <b>Distraction</b></p> <p>Interruptions (calls, emails, texts) Some meetings Requests from others that seem urgent—but aren't aligned “Busywork” that feels productive but isn't impactful</p> <ul style="list-style-type: none"> <li>◆ You think you're being productive—but you're really reacting.</li> <li>◆ This quadrant steals time from what really matters.</li> </ul> <p><i>“People who spend time here often think they're in Q1—but they're not.”</i></p>	<p><b>IV</b> <b>Time Wasting</b></p> <p>Mindless social media scrolling Excessive TV or entertainment Gossip or drama Procrastination Escape activities (overindulgence, clutter)</p> <ul style="list-style-type: none"> <li>◆ Some downtime is healthy—but too much here = disengagement.</li> <li>◆ This quadrant offers no return on time invested.</li> </ul> <p><i>“This is where time gets lost—and energy gets drained.”</i></p>

**QUADRANT OF  
DISTRACTION**

**QUADRANT OF  
TIME WASTING**