One critical part of managing stress…

successfully comes from learning how to manage your
time effectively …

In his book First Things First, Steven Covey suggests that
time management is actually personal management –
managing ourselves rather than managing time. The
essence of time management is to organize and execute
around priorities. You can start by making a list of all
of your activities, classifying them as either “urgent” or
“not urgent,” and then as either “important” or “not im-
portant.” List the activities screaming for action as
“urgent.” List the activities contributing to your mission,
values, or high-priority goals as “important.” Now con-
struct a four quadrant (2 x 2) matrix and put the activi-
ties into the quadrants as follows:

[1] Quadrant 1 activities are urgent and important
– often called problems or crises. Focusing on
Quadrant 1 results in it growing bigger and bigger
until it dominates your life. Urgency can become
“addicting,” since we get a temporary high from
solving urgent and important crises. However, ef-
fective people spend less time in Quadrant 1 and
more time in Quadrant 2.

[2] Quadrant 2 activities are important but not ur-
gent. Working in this Quadrant is the heart of per-
sonal time management. Activities in these areas are
preparation, prevention, planning, relationship-
building, intentional recreation, and values clari-
faction.

[3] Quadrant 3 activities are urgent and not impor-
tant, and are often misclassified as Quadrant 1
items. Examples include interruptions, certain phone
calls/emails, and any activities that meet others’
priorities/needs but not your own. Time here is of-
ten wasted.

[4] Quadrant 4 is the escape Quadrant – activities
that are neither urgent nor important, such as busy
work, excessive TV, etc.

Effective time managers stay out of Quadrants
3 and 4 because they are not important, and shrink
Quadrant 1 down to size by spending more time in
Quadrant 2. Notice that spending more time in Quad-
rant 2 will allow you to tackle important issues before
they become crises!

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lege)