

TIME MANAGEMENT

*Have a lot to do but don't know where to start?
Prioritize and reach your goals.*

FOUR-QUADRANT APPROACH

Stephen Covey argues that, as a field of management study, time management has gone through four stages:

1. Identifying tasks and recognizing demands on our time.
2. Using calendars and appointment books to schedule and plan for the future.
3. Planning ahead and prioritizing activities; applying personal values to the process of prioritization.
4. Focusing on activities that are not urgent but are important.

	URGENT	NOT URGENT
IMPORTANT	Quadrant I: Urgent & Important	Quadrant II: Not Urgent & Important
NOT IMPORTANT	Quadrant III: Urgent & Not Important	Quadrant IV: Not Urgent & Not Important

Quadrant I is for immediate and important deadlines.

Quadrant II is for long-term strategizing and development.

Quadrant III is for time-pressured distractions. They are not really important, but someone wants it now.

Quadrant IV is for those activities that yield little if any value. These are activities that are often used for taking a break from time-pressured and important activities.

RESEARCH IT AND REFLECT IT

By being able to analyze where your time goes through reflection, you can carry it out in a vast majority of steps.

Start from Step 1 and reflect when you make your time management goals to see how they work.

- Where in the cycle does it occur?
- How are the obstacles stopping you?
- What do you observe?
- How are you self-aware?

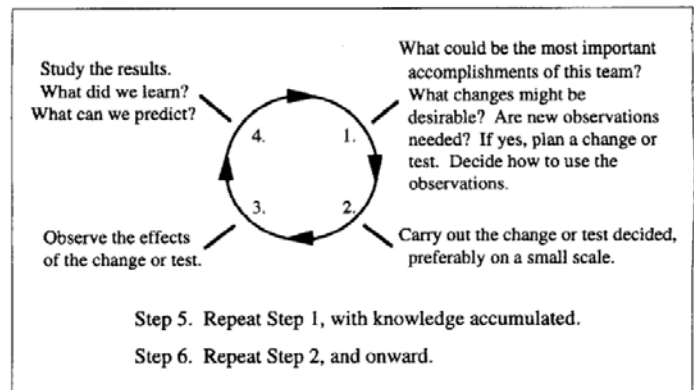


Fig. &. The Shewhart Cycle [Deming, 1982].

Macan, T. H., Shahani, C., Diboye, R. L., & Phillips, P. (1990) College Students' Time Management: Correlations with Academic Performance and Stress. *Journal of Educational Psychology*, 82 (4), 760-768.