

## Session #4: Owning Your Work & Time: Tools for Success

### Objectives:

- Examine your habits in how you manage your work and time.
- Explore best practices and tools for prioritizing and managing work and time.
- Learn how and when to delegate, including critical steps to insure success when delegating.
- Create an action plan for delegating a specific task.

### The Four Quadrants of Work:

**Concept:** Stephen Covey, author of *The 7 Habits of Highly Effective People*, describes a framework for prioritizing work by plotting activities into quadrants where the importance of work falls on the vertical axis and the urgency of work falls on the horizontal axis. The concept allows prioritization of work by determining tasks that will produce forward momentum and progress, versus those that are more crisis-oriented, or keeping us current but not moving forward.

- Quadrant #1: Work that is important and urgent – needs to be completed immediately
- Quadrant #2: Work that is important but not urgent – more proactive in nature
- Quadrant #3: Work that is not important but urgent – often considered trivial
- Quadrant #4: Work that is not important and not urgent – can be considered a time waster

Each position requires a certain amount of time in each quadrant. This will be driven by the type of work required in the role. This model can be useful in recognizing the amount of time you should be spending in each quadrant versus the amount of time you are spending in each quadrant – and what shifts you may want to make.

Note when we procrastinate, work slips from quadrant #2 into quadrant #1 - and becomes urgent. Therefore, it is important to carve out time for quadrant #2 work before it becomes quadrant #1 work. Quadrant #1 can make us feel busy or productive, however it can also serve as a burn out quadrant if we don't feel like we are "getting ahead." Quadrant #3 work could potentially be delegated to another by educating and training others (quadrant #2 work to train/develop). Lastly, every now and again we all need some quadrant #4 work as this type of work tends to consist of activities that require less brain power and therefore less effort. When we have low energy, this might be the optimal time for quadrant #4 work.



\*\*Model adapted from [7 Habits of Highly Effective People](#), Stephen Covey

# #Leadwell: Building Leaders for Tomorrow

## Sponsor Summary

**Class Activity:** Participants were asked to spend time thinking about what type of work they engage in and in which quadrants those activities would fall. They were then asked to assign the percentage of time they are currently spending in each quadrant as well as what is the ideal percentage of time they should be spending in each quadrant.

Current % ____ Ideal % ____	<b>Q1 - Immediate</b>	<b>Q2 - Pro-Active</b>	Current % ____ Ideal % ____
Current % ____ Ideal % ____	<b>Q3 - Trivial</b>	<b>Q4 - Time Wasters</b>	Current % ____ Ideal % ____

**Sponsor Follow-up:** To continue the participant's learning, engage in conversation around what they identified as their percentage of time spent in each quadrant. Questions to facilitate this conversation might be:

- In which quadrant do you do most of your work?
- Is this consistent with the needs of your role?
- What needs to change? What step could you take to make that change?