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## URGENCY INDEX

(Stephen Covey's "First Things First")

Provide the number which most closely represents your normal behavior or attitudes regarding the statements below.

**0 = never    1 = seldom    2 = sometimes    3 = often    4 = always**

1. I seem to do my best work when I am under pressure. \_\_\_\_\_
2. I blame the rush and pressure of external things on my failure to spend deep, introspective time with myself. \_\_\_\_\_
3. I am frustrated by the slowness of people and things around me; I hate to wait or stand in line. \_\_\_\_\_
4. I feel guilty when I take time off work. \_\_\_\_\_
5. I seem to be rushing between places and events. \_\_\_\_\_
6. I find myself pushing people away so I can finish a project. \_\_\_\_\_
7. I feel anxious when I am out of touch with the office for more than a few minutes. \_\_\_\_\_
8. I am preoccupied with one thing when I'm doing something else. \_\_\_\_\_
9. I am at my best when I am handling a crisis situation. \_\_\_\_\_
10. The adrenaline rush from a new crisis seems more satisfying to me than the steady accomplishment of long-term results. \_\_\_\_\_
11. I give up quality time with important people in my life to handle crises. \_\_\_\_\_
12. I assume people will naturally understand if I have to disappoint them or let things go in order to handle a crisis. \_\_\_\_\_
13. I rely on solving a crisis to give my day a sense of meaning and purpose. \_\_\_\_\_
14. I eat lunch or other meals while I work. \_\_\_\_\_
15. I keep thinking that someday I will be able to do what I really want to do. \_\_\_\_\_
16. A huge stack in my "out" basket at the end of the day makes me feel like I have really been productive. \_\_\_\_\_

**TOTAL SCORE** \_\_\_\_\_



## URGENCY INDEX SCORE

- 0-25**    **Low urgency mindset**
- 26-45**   **Strong urgency mindset**
- 46+**     **Urgency addiction (do-do life)**

**Every time you say “yes” to someone or something,  
you are saying “no” to someone or something else.**

**Ask yourself:  
“Why am I doing what I’m doing right now?”**

Familiarize yourself with this Time Management Matrix, which will help you identify ways you can make conscious choices about what you say “yes” to and what you say “no” to.

## TIME MANAGEMENT MATRIX

from Stephen Covey’s “First Things First”

		Urgent	Not Urgent
Important	<h1 style="font-size: 2em;">I</h1> <p>(MANAGE)</p> <ul style="list-style-type: none"> <li>♦ Crisis</li> <li>♦ Pressing problems</li> <li>♦ Deadline-driven projects</li> <li>♦ Last-minute preparations for scheduled activities</li> </ul> <p style="text-align: center; color: red; font-weight: bold;">Quadrant of Necessity</p>	<h1 style="font-size: 2em;">II</h1> <p>(FOCUS)</p> <ul style="list-style-type: none"> <li>♦ Preparation/planning</li> <li>♦ Prevention</li> <li>♦ Values clarification</li> <li>♦ Exercise</li> <li>♦ Relationship-building</li> <li>♦ True recreation/relaxation</li> </ul> <p style="text-align: center; color: red; font-weight: bold;">Quadrant of Quality &amp; Personal Leadership</p>	
	<h1 style="font-size: 2em;">III</h1> <p>(AVOID)</p> <ul style="list-style-type: none"> <li>♦ Interruptions, some calls</li> <li>♦ Some mail &amp; reports</li> <li>♦ Some meetings</li> <li>♦ Many “pressing” matters</li> <li>♦ Many popular activities</li> </ul> <p style="text-align: center; color: red; font-weight: bold;">Quadrant of Deception</p>	<h1 style="font-size: 2em;">IV</h1> <p>(AVOID)</p> <ul style="list-style-type: none"> <li>♦ Trivia, busywork</li> <li>♦ Junk mail</li> <li>♦ Some phone calls</li> <li>♦ Time wasters</li> <li>♦ Escape activities</li> <li>♦ Viewing mindless TV shows</li> </ul> <p style="text-align: center; color: red; font-weight: bold;">Quadrant of Waste</p>	
Not Important			

Are you ready to gain control over your runaway train and focus on what's most important to you? Here's an exercise that will help:

1. Review your activities and list them under the appropriate quadrants below.
2. Identify which activities in Q3 and Q4 you will say no to and which activities in Q2 you plan to add to your weekly schedule.
3. Schedule these activities into your calendar for the coming week!

## TIME MANAGEMENT MATRIX

from Stephen Covey's books: The Seven Habits of Highly Effective People and First Things First

	Urgent	Not Urgent
Important	<b>I</b> (MANAGE) . . . .	<b>II</b> (FOCUS) . . . .
	<b>Quadrant of Necessity</b>	<b>Quadrant of Quality &amp; Personal Leadership</b>
Not Important	<b>III</b> (AVOID) . . . .	<b>IV</b> (AVOID) . . . .
	<b>Quadrant of Deception</b>	<b>Quadrant of Waste</b>