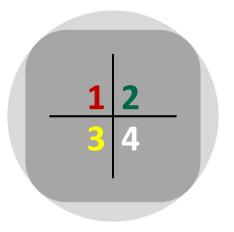
### **Continuous Improvement Toolkit**

### **Importance Urgency Matrix**



#### **The Continuous Improvement Map**

Selecting & Decision Making/ Managing Planning & Project Management\* Risk **PDPC** Importance Urgency Matrix Break-even Analysis Daily Planning PERT/CPM **RAID Log\*** Quality Function Deployment Cost Benefit Analysis **FMEA** MOST RACI Matrix **Activity Networks** Payoff Matrix Delphi Method **TPN Analysis** Risk Analysis\* **SWOT Analysis** Stakeholder Analysis Pick Chart Voting Decision Tree Four Field Matrix Fault Tree Analysis **Project Charter** Improvement Roadmaps Force Field Analysis Portfolio Matrix Critical-to X Traffic Light Assessment PDCA Policy Deployment Gantt Charts Kano Decision Balance Sheet Paired Comparison Lean Measures OFF **DMAIC** Kaizen Events Control Planning **Prioritization Matrix** Pugh Matrix Cost of Quality\* Standard Work Document control A3 Thinking Process Yield Pareto Analysis Matrix Diagram **Project KPIs KPIs Best Practices Implementing Understanding** Capability Indices Chi-Square Nonparametric **Descriptive Statistics** Solutions\*\*\* TPM Automation Cause & Effect Gap Analysis\* Probability Distributions Hypothesis Mistake Proofing Health & Safety **ANOVA** DOE **Bottleneck Analysis Histograms** Normal Distribution Multivariate Simulation Just in Time 5S Multi-vari Studies Reliability MSA Scatter Plots **Graphical Methods** Quick Changeover Visual Management Correlation Regression **Understanding Run Charts** 5 Whys Root Cause Analysis Data Mining Product Family Matrix Flow Pull Performance\*\* SIPOC\* Spaghetti\*\* Process Redesign **Control Charts** Fishbone Diagrams Relations Mapping Benchmarking\*\*\* Waste Analysis\*\* Value Stream Mapping\*\* How-How Diagram\*\*\* Data collection planner\* Sampling Tree Diagram\* Brainstorming SCAMPER\*\*\* Attribute Analysis Value Analysis\*\* **Process Mapping** Check Sheets\*\* Interviews Flow Process Charts\*\* Time Value Map\*\* Affinity Diagrams Morphological Analysis Questionnaires **Focus Groups** Data Mind Mapping\* Lateral Thinking Flowcharting IDEF0 Service Blueprints Observations Collection Group Creativity **Designing & Analyzing Processes** Suggestion Systems Five Ws

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"We live in a time pressured world where it is common to have multiple overlapping commitments that all require immediate attention now"

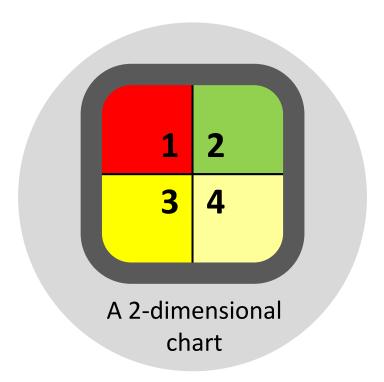


Steven Covey

"Urgency is no long reserved for special occasions, they are an everyday occurrences"

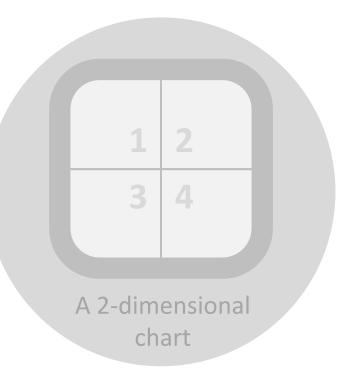
"How can one manage the flood of responsibilities, do excellent work and maintain a positive frame of mind?"

An effective method for organizing priorities



Also called . . .

Eisenhower's
Urgent/Important
Principle



Covey's Time Management Grid

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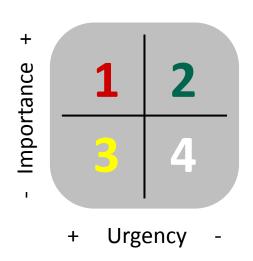
# Used to prioritize work activities as well as **personal** activities

Can be used when the team is having a conflict and unable to manage the work effectively.



**All tasks** can be evaluated in terms of importance and urgency

They are then placed in the appropriate quadrants of the importance-urgency matrix

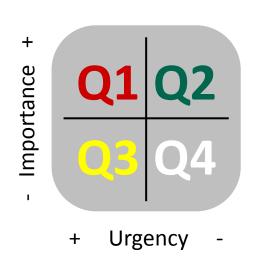


#### **Quadrant 1**

Important activities that require immediate attention

#### Quadrant 3

Activities that are not really important, but someone wants it now!

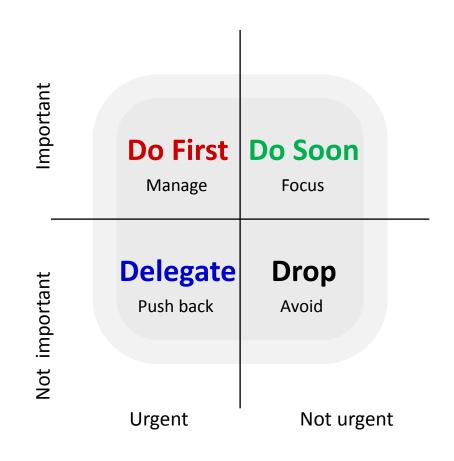


#### **Quadrant 2**

Activities that are important but not urgent

#### Quadrant 4

Activities that are neither important nor urgent



### **Quadrant 1**

For important and urgent matters

A problem may arise when **unexpected** activities arises

Or when activities **become urgent** due to procrastination or poor planning



### **Quadrant 1 - Examples**

Deadlines at work

Projects at hand

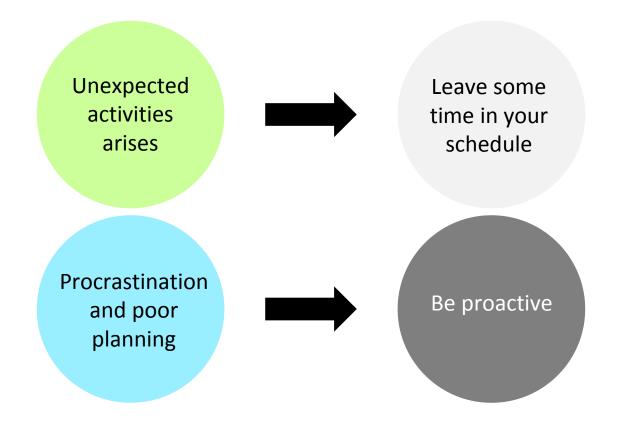
Performing urgent repairs

Paying urgent bills

Medical emergencies



### Quadrant 1 – Examples



#### **Quadrant 2**

The **important activities** that you should spend most of your time on

Exceptionally important when it comes to **personal development** and growth

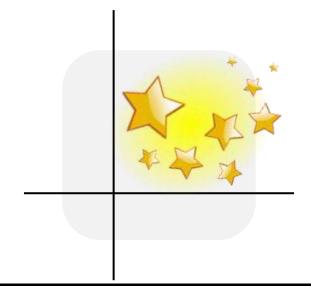
Finding ways to expand them is the main goal from using this matrix



Quadrant 2

Often under used

You should spend more time here



### Quadrant 2 – Examples

**Planning** 

Personal development

Prevention

Leadership driven activities

Research

Continuous improvement



#### **Quadrant 2**

Athletes, entrepreneurs and other people of great achievement **find time** for this quadrant

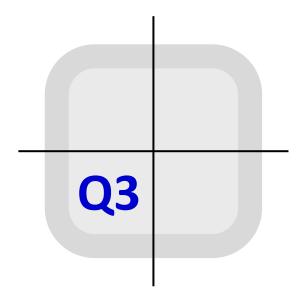


Help you achieve your personal and professional goals

### **Quadrant 3**

Unimportant activities that are done with a **sense of urgency** 

Most of these activities are draining and time consuming



### Quadrant 3 – Examples

Most emails

Some phone calls

Unwanted conversations

Some meetings

Frequent interruptions

Agreeing to do something because you can't say "no"



#### **Quadrant 3**

Push back, **delegate**, or at least don't get caught up with these activities

Arrange **regular meetings** with those who interrupt you often

Keep your phone on **silent** when you need to focus



#### **Quadrant 3**

Try to have **time slots** when you are available, so people know they can speak with you them

Learn how to say No



### **Quadrant 4**

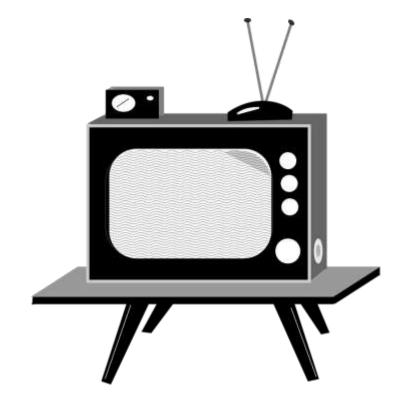
The area that most of us get caught up in

These are the activities used for **taking a break** from important and urgent activities



#### Quadrant 4 – Example

Watching TV and playing video games can be a relief at the end of a long day!



#### Quadrant 4

**Limit the time** you spend in this quadrant.

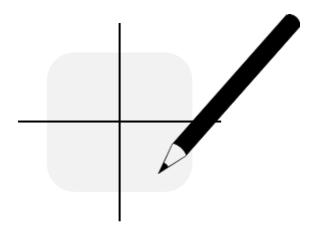
Otherwise, you lose control of your future and may decrease your chance for success.



### **How to Use the Importance-Urgency Matrix**

Begin by your personal or job-related activity list

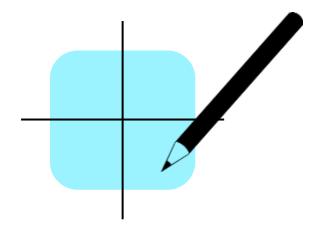
**Draw** the importance-urgency matrix on a paper (or on a flip chart if you are working with a team)



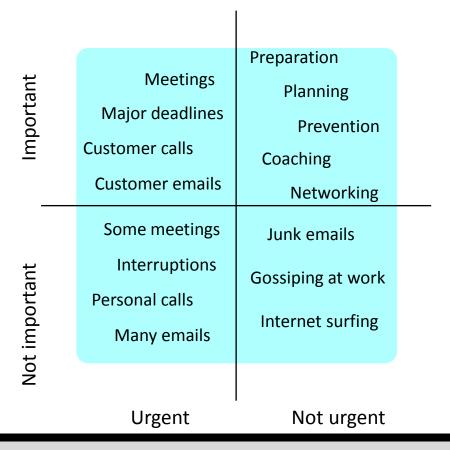
How to Use the Importance-Urgency Matrix

**Sort** all the activities in the appropriate quadrant

Manage and focus what's on the first two quadrants, and pushback or ignore what's on the last two quadrants

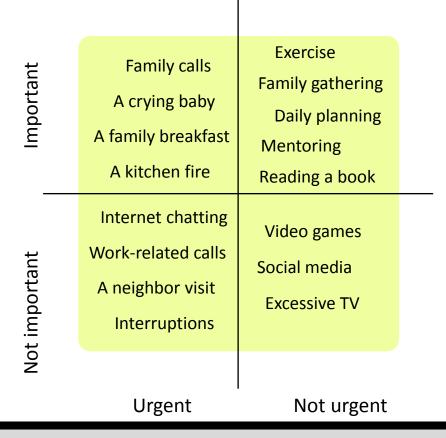


### Example – Professional Life



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### Example – Personal Life



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