

you only consider the few minutes of service time, you're ignoring all the time you've spent in your life acquiring the knowledge and skills required to solve the problem."

"So what do you do," Steve asked, "when you get that kind of quick service call?"

"I follow my regular exploratory process and establish the size of the problem for the client and what value they place on solving it. Most of the time this isn't a long, drawn-out dialogue. And it's not a waste of anyone's time, because it's a valuable and necessary conversation. In some cases I might end up charging the client a couple hundred dollars for something that might take me only a few minutes."

"And they're okay with paying you that for a few minutes of your time?" Steve asked.

"Have you ever called a plumber?"

Steve nodded.

"Last year my kitchen faucet sprung a leak and was spraying water all over the floor," Karen said. "So I called a plumber who offered emergency services. He rushed over in less than twenty minutes and spent