

probably ten minutes fixing the faucet. Do you think he charged me ten bucks for his time?”

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“No, but he also had travel time.”

“He charged me \$300. Even if you attribute \$50 of that to travel, I paid him \$250 for his service. But I didn’t pay him for ten minutes’ work. I paid him for his speedy arrival and for fixing my problem so quickly that he saved me thousands of dollars in water damage. Do you think I should have complained about his fee?”

“No.”

“Right,” Karen said. “I didn’t complain because I understood the value of his level of service. He distinguishes his services by focusing on scenarios that are time-sensitive and for which he knows clients like me are happy to pay for responsive service. His quickness is valuable in my eyes. And that’s on top of the value he provides for having the right tools and the know-how to save me from costly water damage. If you establish the value of your work—even for small jobs—your clients will feel the same way about your work and your expert know-how. And if you behave like this plumber did, you can carve out some very