

proposed a fee based on his profitable hourly rate, which they didn't blink at.

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Steve, who felt like he was on the cusp of success, threw himself into the project. The start-up team loved his work, particularly his great ideas around how to design the site as a marketing engine, not just a storefront. Steve's ideas worked wonders. Soon after the site went live, the company began selling product at an accelerating rate, hitting their aggressive revenue targets on time. Everyone at the company was going to get rich. Steve was thrilled that he had been instrumental in the start-up's wild success. But given the kind of impact he'd made, a part of him wondered if he'd charged for his services properly. After all, it was his ideas, not just his work, that had made the difference.

The next time Steve spoke with John, he explained what had happened with the start-up, and asked John if he ever felt underpaid in situations like that.

"Sure, I get that feeling sometimes," John said. "I did this amazing redesign for a client that totally turned around their business. Considering the impact it had