

the incredible work he did for his clients, he finally embraced the idea that he was well worth the prices he set. He determined to always talk about prices with confidence and to hold his ground. Clients questioned him less. Many simply agreed to go ahead with one of his proposed options, frequently the highest-priced, most-valuable choice.

Another thing Steve struggled with was abolishing his hourly rate completely. Some of his clients were more comfortable using him on an as-needed basis for ongoing service and didn't want to commit to recurring fees when they might not use him. So Steve frequently used a combination of value-based fixed fees for projects and hourly fees for maintenance. He felt that this made more sense for the types of clients he had, who tended to be smaller and less established than the clients Karen dealt with.

Though he wasn't following Karen's model perfectly, his overall revenue increased and he enjoyed his work more. He was no longer on a vicious treadmill, living or dying by whether he could bill this hour or that hour. This separation of fees from time was very relieving. But it wasn't like he ignored the concept of time altogether. He still tracked his hours, but only to