

“But we all have only so much time. Time is money, isn’t it?”

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“We do have only so much time,” Karen said, “which is why you need to divorce yourself from the time model. It will limit you. You and I share one thing in common—the number of hours in your week is the same as in my week. I could walk around the marketplace with a higher hourly price tag on my forehead than you, but that still puts a revenue ceiling on my business. Plus, it doesn’t serve my clients.”

“What do you mean?” Steve stirred his cappuccino.

“Selling hours actually creates a conflict of interest. It puts you and the client on opposite sides of the table. If you’re selling hours, it’s in your best interest to take longer, to bill more hours. But your client is interested in getting solutions that work as promptly as possible. What if you work quicker for one client than another, but deliver the same value? Should you penalize the client you worked longer for? If you’re slow, it’s not their fault.”

“And if you get quicker at something,” Steve said, “which was happening with me, you should get