


rewarded, right? But I was charging less if it took me less time.”

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“Exactly,” Karen said, smiling. “For a lot of your clients, getting your solution sooner rather than later has more value, and for that

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*“Selling hours actually creates a conflict of interest.”*  [Tweet this](#)

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they’d pay more, not less. So let me ask you this—have you ever delivered the same thing to one client that you once delivered to another client?”

Steve thought for a minute. “Yes. I built a little program for one client that I reused in a project for another.”

“What did you charge for that?”

“I don’t know. I mean, I didn’t charge specifically for it. I just charged the client my time for the whole project.”

“So, with regard to the program, you charged for however long it took you to install it, right?”

“I guess so.”