

“That’s great, Steve,” Karen said, standing in the sunlight. “I’m really excited for you. But things will take some time. Moving to value-based pricing isn’t something you can wave a magic wand on. You have to earn and develop your way into it.”

“I understand.”

“I want to thank you for reaching out,” she said as she stepped toward her car. “Many people don’t have the humility to ask for help, and it’s really the first step in your personal growth...personal growth that will lead to business growth. Be well and good luck.”

Karen dug in her handbag for her keys.

“One last quick question,” Steve said. “If you know Arty, why does he charge \$20 an hour?”

“I’ve tried to tell Arty about pricing his services based on the value they bring to his clients, but he’s stuck in his ways, and he hasn’t wanted to do the extra work to interview and understand his customers.” She opened her car door. “You have to be open to thinking this way and he hasn’t yet opened his mind.”