

theoretically work out your hourly rate and so could your client. You're probably effectively charging \$400 an hour, or something like that. What if your client thinks that's too high?"

"Your math may be right, but I'm not a collection of hours," Karen said. "I'm the accumulation of all my skills and talents. I'm wisdom and creativity. I've stopped seeing myself as a punch card. My clients don't see me that way either. Yes, sometimes, I've had to change my client's mind-set. But it starts with me, first, just as it starts with you. You have to forget selling time. The best thing you could do for yourself is to get the concept of time out of your head."

"Don't I need an hourly rate for some stuff? Everyone I know has one."

"You know me now, and I don't have an hourly rate."

"So I should never charge by the hour?"

"I'm the accumulation of all my skills and talents. I'm wisdom and creativity."

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