Pricing with Confidence

4 Steps to Charging What Your Work Is Worth

The mindset behind every fee your firm sets.

Every pricing model - flat fee, subscription, hourly - rests on one thing most firms have never built: people who know what their work is worth and can say the number without wincing. Most firms don't have a pricing problem. They have a **Value Articulation Problem**, and a new fee structure won't fix it. The model changes. The discount doesn't.

The engine behind every discount

Circumstance: your rate, $450.

Thought: "That's too much to charge."

Feeling: insecure, doubtful.

Action: you set it at $350 and never say $450 out loud.

Result: you charged less - and proved the thought true. Your results will always prove the thought you have about the circumstance. The price didn't create the discount. The sentence did.

The one rule: never discount your price once it's set. A price you decided ahead of time is a price. A price you drop in the moment because of a feeling is a discount.

Step one - Know it

Value is what the solved problem is worth to the client - not what the work cost you. Hourly or flat fee, same definition. You don't need to feel it - you need to see it: believe the client's problem is real, costly and urgent, and get the evidence from your own life as a buyer, from the needy client (every 11pm email is pricing data), from intake (*what happens if this isn't solved? what has it already cost you? what does done look like?*), and from what it's costing them right now. Then **ask it, write it, read it back.**

A - Action	**T - Task**	**V - Value**	**R - Result**
What are you doing?	What are you focused on?	Why does it matter?	Where are you taking the client?

Action and Task are the job description. Value and Result are the offer - and where confidence lives. Price the V and the R. Let the A and the T get as fast as AI can make them - that's margin, not loss.

Step two - Price it

Your worth is not for sale. Your work is. Decide the price ahead of time - never in the room - and like your reasons. Two questions set it:

- **What are they buying?** Not your effort - the outcome. You answered this at intake. Price from the Value and the Result, the pair that didn't shrink.
- **What's my price, and why do I like it?** Write the reasons down - "it reflects the results I deliver," "what's at stake for this client," "my expertise." One test: would you pay it? Don't crowdsource it. The confidence is in the deciding.

Step three - Quote it

Feel the cringe. Say the number anyway. "I can't charge that" and "they'll never pay that" are comfortable thoughts - they mean you never have to articulate the value or sit through the silence. Discounting is always relief from your own discomfort. When your brain offers a discount before anyone has objected, that's the moment you have your own back: say the number you chose and let the silence be silent. Belief moves first and the evidence follows - Impossibility, Possibility, Probability, Identity. One client walking is one cringe that didn't pay off. Change the delivery, not the price.

Step four - Hold it

Every fee gets tested twice. **When they hear it, stop talking:** acknowledge it, restate the result they're buying, and stop. Don't explain. **When the matter grows, let the letter talk:** your engagement letter already says what's included (scope as an ATVR sentence, per phase), what reopens the fee, and when they'll hear from you. You decided it once. Don't decide it again. You do not argue a fee. You state it.

Know it. Price it. Quote it. Hold it.

Know what the client is actually buying. Decide your price ahead of time, and like your reasons. Cringe and quote it. Hold it through the whole matter. There's a cringe in every step. Good - that's the feeling of a price you believe in before you're used to it. The lawyers who price confidently aren't the ones who stopped cringing. They're the ones who cringed and quoted it anyway.

Cringe and quote it. It's time.