

A Number One  Best Seller

7th Edition

How To Get Paid Your True Worth

While keeping your clients very happy

Vanessa Ugatti
The *True Worth* Expert



Roger Salvetti

Director (Retired), Biscoes Solicitor

"If there was only one action you took in the immediate future to grow your business, it has to be to read True Worth, a work of genius – and ring Vanessa!"

First published in Great Britain by
Solution Academy Limited in 2013.

This edition published by BrightFlame Books in 2022

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ISBN: 978-0-9937703-7-1 (Print edition)

ISBN: 978-0-9937703-8-8 (Kindle edition)

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True Worth

How To Get Paid Your *True Worth*

By

Vanessa Ugatti

The *True Worth* Expert

A Note On Grammar

As you read this book, I would like you to imagine that I am having a personal conversation with you. This means that there may be instances that won't be grammatically correct, for example, I know it's supposed to be 'to whom you sell' not 'who you sell to', but I would never say it that way if we were having a conversation; it's just too formal.

So while your old English teacher might have apoplexy at some of the things I've written, I hope you will understand why, and there is no need to email me about any grammatical mistakes you find (don't laugh – it happens!)

Enjoy the read and above all, consider what new action or actions you and the firm need to take.

Warmest wishes

Vanessa

Contents

Introduction	1
Three True Worth Principles	6
Understand Value	6
Optimistic Outlook	8
Woo with Worth	11
How to Determine What Motivates Your Clients	16
How to Speak with Confidence to Your Clients	19
Why Vanessa?	22
What Vanessa's Clients Say	24
Working with Vanessa	26

Introduction

With a sinking feeling, David checked his billings for the past month compared with his colleagues and wondered if the computer programme was on the blink. His earnings were barely higher than any of them and yet he'd easily spent double the number of hours they had on client work over the past four weeks.

He thought of all the nights he'd been the only one in the office, staring bleary-eyed at his screen, hungry and tired but convinced the extra effort was going to be worth it.

Now, looking at his earnings, he knew it was not. It had hardly made any difference at all.

But what would make a difference? He knew that he couldn't put in even more hours or take on more clients. He didn't have the energy or the time.

All the extra tasks he did for his clients came to mind. "We trust you to look after us," more than a few had told him. But where had that got him really?

Despairing, David packed up his things and made his way out of the office. "Another six hours and I'll be back here," he thought, as he trudged towards the lift, wondering how he'd be able to face another month like the one he'd just finished.

I met David a few weeks later. By his own admission, if we hadn't started working together, he'd still be clocking up 80-hour weeks and never really making the money he deserved. He'd still be wondering what on earth he could do to improve his situation.

When David first rang to discuss working with me, he sounded like someone who'd completely run out of energy and enthusiasm. "I think I need your help," he said flatly. "I don't know what I'm doing wrong. I work really long hours but I'm not getting anywhere."

By the end of our first session, David had realised he didn't need to get more clients to earn more money or to work even longer hours. All he needed to do was to start charging his clients for the extra work he did.

Realising where he was going wrong was probably the easiest part of the process for David. Actually telling clients that he was going to be billing them for the additional work he did was, he said, one of the hardest things he'd ever had to do in his professional career.

But we worked on it until he was confident enough to do it. And it paid off. When he overcame his reluctance to tell his clients about charging them for the extra work they asked him to do, David made an additional £9000 in just three weeks!

What's more, in the year we worked together, he brought in an additional £46,000 by making sure he charged clients for everything he did. That still continues today.

Just as importantly, he didn't lose clients and remains a lovely person.

The increase in earnings is just one of the things that have changed for David. He's no longer exhausted or devoid of energy and he's no longer the man who virtually lives at the office. Now, he's buzzing with ideas. His voice crackles with energy and enthusiasm. "I'm a new man," he's told me more than once since that very first meeting.

You might be like David and not charging your clients for all the work you do. Perhaps you're discounting your normal rates to attract new clients or to keep existing ones. Or maybe you're under-estimating on a regular basis. Whatever you're doing or not doing, the result is that the firm, whether you're employed or self-employed, is losing revenue unnecessarily.

By the time you've finished reading this book, you'll know why clients resist paying you what you're worth and how to change that situation forever.

You'll know what to say and do to ensure your clients understand the value you bring to their organisation.

Most importantly, you'll feel confident about the value of your work and be able to charge what you deserve for the work you do.

The problem with undercharging is that not only do you lose out financially, but you are in danger of becoming resentful towards your work and your clients.

You start to resent the time you have to spend working for your clients and you resent them for the demands they make on you.

They in turn quite often don't value the work you do or the extra things you do for them.

As a result, you feel under-appreciated and overworked and probably miserable.

That can change from today if you want. I am sure that by the time you've finished reading this book, you will feel a whole lot better about yourself, about your work, and about your financial situation than you do right now. I know this because my clients tell me when they learn what you're about to learn that everything changes.

Instead of “banging their heads against brick walls”, things start to happen easily and effortlessly. Work, money, life – they all improve.

If you're a manager or team leader, no doubt you recognise this all-too-common behaviour in some, if not many, of your people. Brilliant technically, yet when it comes to commercial awareness, they just don't have the necessary skills or the confidence.

Many moons ago, I used to be totally clueless at having those money conversations with clients as I was embarrassed talking about money. I also didn't understand my value. So, I know how painful it can be. That is why and how I came to develop my unique, 9-step True Worth methodology to solve this problem. This is my passion, my purpose and my mission: to help businesses to overcome this challenge as I hate the thought of people suffering unnecessarily, when I have the solution.

In the last few years, I have gravitated towards working with law firms, so I understand their language, their challenges and how they operate.

More recently, I have also worked with Intellectual Property specialist firms who, although a different breed, have very similar challenges to lawyers.

So, if you're ready to get paid your true worth, let's get started...

I'm going to share 3 of my key True Worth principles that you can immediately practise. They will help you to charge what you deserve for your services. I'd love to share the entire methodology which I use with clients but there simply isn't enough space.

If you'd like the whole methodology, just email me at vanessa@trueworthexpert.com and I'll send you your very own copy.

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Three True Worth Principles

The three key principles I'd like to share with you are Understand Value, Woo with Worth and Optimistic Outlook. They are totally interconnected because if you don't understand your value, you cannot woo your clients with worth and to do this you must also have an optimistic outlook.

Understand Value

From feeling fearful about your fees to feeling fantastic about you!

If you don't understand your value, neither will your clients. It's not easy, though, because it's unconscious. It also depends on your self-worth. Self-worth is at the heart of everything you do and drives your behaviour. As a human being, you are motivated by pleasure or by pain. So you're either moving towards pleasure or moving away from pain.

To put this into a business context, if you don't feel 100% worthy, how can you possibly charge your true worth because your perception of what you're worth is too low?

If someone tells you to increase your charges, it makes you feel uncomfortable. When you feel uncomfortable, what do you do? You move away from whatever is causing that discomfort. So, if the idea of charging more for your work makes you feel uncomfortable, you do whatever you can to get away from that thought or feeling. You stick with the fees that you're currently charging even if that means not getting paid what you deserve for the work you do.

Fortunately, there is a way to change the situation and it's one that won't make you feel at all uncomfortable. You're going to discover the value of the work you deliver. When you understand that, you will be able to woo your clients with worth, i.e. communicate that value to prospective clients. That will help to boost your feelings of self-worth which in turn will enable you to charge your true worth.

If you're like many people I meet, you might not really appreciate how valuable your work is to existing or prospective clients. You probably set your fees based on what other people in your market charge. Perhaps you heard that you should never be the cheapest or the most expensive, so you set your fees somewhere between the two extremes.

If you're a law firm, are you setting your fee-earners' fees the same as every other firm in the area? If so, how do you know whether those firms are providing the same high level of service as yours?

The key is to make sure that the level of service your lawyers provide is commensurate with what their headline rates are and vice versa.

You must also give them the tools to be able to understand their value and communicate that value to their clients confidently and unapologetically.

If you don't do this, the tendency for many will be to talk about the price (not the value) of the service. This means that they are operating from a place of fear. This inevitably leads to underestimating, discounting, over-servicing/working for free, not billing on time and even not getting paid.

Clearly these behaviours lead to a serious loss of revenue for the firm, quite unnecessarily.

Optimistic Outlook

Mastering your mind means much more money

You might also have conflicting beliefs about money. If you do, it's not surprising. Most of us are brought up hearing all kinds of opposing ideas about money. They probably include some of the following statements/beliefs:

- Money is the root of all evil.
(The original quote is, in fact, "The love of money is the root of all evil." However, it is commonly misquoted.)
- Money doesn't grow on trees.
- A fool and his money are soon parted.
- Money makes the world go around.
- Money makes you happy.
- There is not enough money to go around.
- I don't deserve to be rich.
- Money is not spiritual.
- Money spoils you.
- The rich get richer and the poor get poorer.
- I can't afford that.
- Rich people are greedy and selfish.

You might not even know that you have conflicting beliefs about money. Unfortunately, those beliefs will be influencing your behaviour. Your inner thoughts create your belief system, which in turn becomes your reality.

For instance, if you have a belief that ‘money is the root of all evil’, you will do what you can to avoid having too much money. If one of your beliefs is ‘money spoils you’, then you’ll also do whatever you can to ensure that you don’t have too much money.

Not all your beliefs about money are negative. For example, I have always believed that I have/will have plenty of money. As a result of that, I’ve constantly had a healthy bank balance and never once been overdrawn. It’s such a strong belief that even when I was working part-time, I never had money problems. No matter how much money I spent, I always had plenty of money.

If you’re struggling at the moment with money, I can almost guarantee that your beliefs about money are in conflict or completely negative. To change negative beliefs about money, you need to change your thoughts from negative to positive.

How To Change Your Thoughts

A quick way to change your negative thoughts about money into positive ones is to make a conscious effort to repeat positive affirmations throughout your day. Affirmations are statements that can condition your subconscious mind so that you develop a more positive perception: for example, of money.

Affirmations can help you to change harmful behaviours or accomplish goals, and they can also help undo the damage caused by negative thoughts; those things which you repeatedly tell yourself (or which others repeatedly tell you) that may contribute to a negative perception of something.

Choose one of the following affirmations and repeat it throughout your waking hours:

- Money is just an exchange.
- I am very capable of making lots of money.
- I deserve to make lots of money.
- It's okay to have more money than I need.
- I enjoy making lots of money.
- It feels good to earn money helping people.
- It feels good earning money helping businesses succeed.
- Money makes life easier.
- I am very capable of charging my true worth.
- I deserve to charge my true worth.
- It feels good helping my clients while charging my true worth.

Woo With Worth

Understanding your clients' pain better than they do is a winner.

To really appreciate the value of the work you do, you need to understand your clients' needs.

There's a difference between what Michael Port, author of *Book Yourself Solid*, calls your clients' 'urgent needs' and their 'compelling desires'¹. Urgent needs, according to Port, are the things your clients feel they must solve immediately. These will be the things that have motivated them to contact and then hire you. Compelling desires are the things they want in the future.

How do you identify your clients' urgent needs?

You need to ask open questions to find out what's going on with the client. Why is the client coming to you? What's the problem he or she is grappling with?

Open questions are questions that can't be answered with a simple one-word answer while a closed question can be answered with a simple 'yes' or 'no'.

Open questions begin with words like 'what', 'where', 'when', 'how', 'who' or 'why'.

When you ask your clients open questions, let them answer without interrupting, prompting or leading. When they finish speaking, you can then say "Tell me more about..." and "How...?" or a phrase like "Tell me about..." or "Tell me how..." or "Tell me why...".

¹ Port, Michael, *Book Yourself Solid: The Fastest, Easiest, and Most Reliable System for Getting More Clients Than You Can Handle Even If You Hate Marketing and Selling* (Second Edition), John Wiley & Sons, 2011

Now, you probably won't ask a client "What's your pain? How much is this problem hurting you?" You wouldn't use the word 'pain' but that's in effect what you're doing; you're finding out what's causing them pain, although the words you use will be different.

You need to find out what it will mean to your prospective client to get the job done. What will it mean to them to overcome that problem, that challenge?

What will it mean if it doesn't get done? What will happen?

People use professionals because they have a problem that they need solving. You need to find out what solving the problem will be worth to them and what the problem will cost them if it's not resolved.

One of my clients, an accountant, charged his clients £250 an hour. Before he started working with me, he did a lot of work for clients without charging. Every time he did work for nothing, it was costing him £250 an hour. Obviously, that wasn't good for the firm. It wasn't good for him either, because like many professionals, he had lots of internal conflict going on because he *knew* he should be charging for all the additional work.

What commonly happens is the following. A client, who pays a fixed fee for a specific job to be done, then telephones you and asks you to "*just have a look at such and such ... and let them know what you think*". You say yes before you've even had a chance to think, or if you do think, it goes along the lines of the following: "*Well it won't take me long to do, so I can't really charge them.*" And so, you do it for nothing. You might spend half an hour or an hour doing it. Even if it's only half an hour, it adds up. And what is that extra piece of work worth to your client?

And I can bet your bottom dollar this is going on in *your* law firm on a regular basis.

Is it saving them from making a mistake that could cost them thousands or is it helping them acquire something which they couldn't have done without your expertise?

And consider this. If it wasn't important to them and they didn't value your expertise, they wouldn't ask you to do it for them, would they? Why waste your time and theirs on something they don't value? So, since it is important to them, and they do value you, they will be happy to pay for it.

But you do have to ask for the money!

Once you discover what your clients' problems are, it's important to reflect that information back to them. If you don't, they might not fully understand just how badly they want to have the problem resolved.

Learn to ask the same question in different ways to elicit the information you want. Find out what they want and then ask, "What will that mean to you when it's done?" Get them to focus on the benefit of using your services. By doing so, you're helping them to see your value. There's a difference between features and benefits that you must communicate to your clients.

Features are what your services are. Benefits are what the features of your service mean to the client. Sometimes the benefits of your service will be tangible results and other times they will be intangible. They will be the impact your service has on your client's quality of life. Michael Port says benefits are "what make your offer an investable opportunity." They are the reasons your prospective clients will buy from you rather than your competitors. People buy results and the benefits of those results.

For example, if you tell a client, I can write your will, that's you describing a feature of your service. If you then add, that means that their hard-earned money is protected and goes to their loved ones, rather than to the state. They can rest assured that their loved ones are taken care of and reduce their stress levels by having the right will in place. So those are the benefits loud and clear.

You're showing the client how your expertise will help them to protect their money and their loved ones, so how valuable is that?

Clients may not have thought of it in those terms. If you don't demonstrate the benefit of your services, clients will tend to see just the cost of hiring you.

If you don't first demonstrate the value of what you do, prospective clients are likely to regard the quote you give as high no matter what you charge.

You have to get them to shift from looking at your fees to seeing the value of your service. Once they understand the value, the fees you quote will be less important.

If a prospective client asks me what I charge, I explain that I only work with firms or individuals who are the right fit. That means they must be open-minded, willing to change and we get on. Then I know that the return on investment will be worthwhile. So, we have a meeting to find out if we are a good match. Before I quote them, I ensure that they understand the value of what I will deliver. If they meet the criteria and understand my value, they will go for it.

If you don't establish the value, your fee will seem high, and the value will seem low. Once you've created the value, the fee will seem low compared with the high value they'll be getting from your service. It's really about you learning a new set of behaviours.

To change any behaviour, you must first recognise what you're doing and why it's no longer working for you and then choose to do things differently.

However, behaviours can become so ingrained that you need someone like me to help you see what you're doing and how doing things differently will improve your situation.

I know from my clients how easy it is to get stuck in one kind of behaviour or one pattern of thinking and not realise how it impacts the firm, their businesses and themselves personally.

For instance, one of my clients seems very confident, but he's not at all. He's got it in his head that he must be boring because all he's ever heard from people outside the profession is that accountants are boring. I know that way of thinking has had an impact on how he conducts himself in business.

Whatever your profession, it's really important for you to realise that what you have to offer is incredibly valuable to your prospective clients.

By hiring you, they can get on and do the things they're best at. You take care of the things that they are not capable of doing or they are not very good at.

They can do the things they want to do because they know their business is in a safe pair of hands. You give them peace of mind and that is priceless!

Realising your worth is not about being big-headed, stand-offish or aloof. It's about understanding and appreciating your own value.

It's about wanting to create value for your clients and delivering a fantastic service that other organisations may not deliver. It's also about treating yourself with respect and getting paid your true worth.

How To Determine What Motivates Your Clients

People tend to be motivated either by the idea of moving towards what they want (pleasure) or moving away from what they want to avoid (pain). If the reward (pleasure) is big enough or the consequences (pain) are bad enough, people will be motivated to take action.

Now, some of your clients will be motivated by what they're going to achieve (towards pleasure) while others will be motivated by what they're going to get away from (pain).

For simplicity's sake, we'll call the people who are motivated by what they wish to achieve 'towards' people and the people who are motivated by what they wish to avoid 'away from' people. This matters because when you're talking about the benefits your service will provide, you want to motivate your clients to take action by hiring you.

If you tell a 'towards' person that by hiring you, they can avoid feeling overwhelmed and stressed, they won't be that interested or excited.

Tell them instead that by hiring you, they'll have more time to focus on getting new clients and they will be interested, because you've given them something they find motivating (towards pleasure).

To find out whether you're dealing with a 'towards' or 'away from' person, ask the following question:

- What do you want to achieve in your business?
- What's important to you about doing/having that?

An 'away from' person will respond with an answer that involves getting away from something, so you'll hear words like 'prevent', 'avoid', or 'remove'.

To motivate 'away from' people to take action, use words like:

- Avoid
- Exclude
- Fix
- Prohibit
- Stop
- Don't like
- Problem
- Steer clear of
- Solve
- Recognise

A 'towards' person will respond with an answer that involves moving towards something, so you'll hear words like 'get', 'achieve', or 'include'.

If you're dealing with 'towards' people, respond with language that will motivate them to take action.

Use words like:

- Attain
- Gain
- Reach
- Goals
- Achieve
- Get
- Include
- Towards
- Accomplish
- Reward
- End result

If you're not sure which kind of person you're dealing with and are not in a position to find out, use a combination of both motivators in your sentences. Talk about the pain of leaving the problem unresolved and the pleasure of achieving something because the problem is being resolved.

Value Yourself

If you don't value yourself, how can you value your clients? How can you treat your clients well, if you don't know how to treat yourself in the right way? The more you value yourself and the more you charge your true worth, the more likely you are to actually create value for your clients.

In fact, one client recently told me that since he's been charging what he's worth, he feels happier in himself, and his creativity and performance are even better than they were before. This means that not only do his clients receive an enhanced service and therefore even greater value, but he also has greater job satisfaction – a win win situation.

How To Learn To Appreciate Yourself

Here is an affirmation that will help to change your thinking about yourself and about the work you do for clients. It will help you to understand that you're creating tremendous value for your clients...

***“I'm now creating fantastic value for my clients
and in doing so I'm easily able to
charge what my work is worth.”***

Copy this affirmation onto a piece of paper and repeat it throughout your day.

How To Speak With Confidence To Your Clients

When you tell clients your charges, whether hourly rate, fixed fees, retainer, or any other price model for that matter, you have to say them confidently. If you don't say them with confidence, your clients will pick up on your hesitation and doubt, and are likely to push back.

What should you do if you don't feel confident about your charges? You practise until you can quote them with absolute certainty and confidence, so that you are completely comfortable with them. You must be able to quote your charges with the same conviction that you'd tell someone it was a Monday or Tuesday.

This applies to you whether you are employed or self-employed. I know from some of my clients who work within larger firms that they don't always feel comfortable telling prospective clients their headline rates. I show them ways to learn to become completely confident about those fees so that before long, they can tell every prospective client what the firm charges with complete confidence.

Here's one very simple technique to help you quote your charges with confidence...

Practise in front of a mirror. Look in the mirror and say, "I charge [your fee]." Practise telling someone on the phone. Have a friend or colleague sit opposite you and practise looking at them saying how much you charge.

Keep doing it until you feel comfortable. Get comfortable with the sounds of the words. They are just words, nothing to fear.

When you practise with another person, make and maintain eye contact. Say it until your body and tone of voice are relaxed.

Have fun with it, don't take it too seriously. Before long, it won't seem like a big deal.

Right now the only thing that is really stopping you from charging the amount you deserve is the little voice in your head that's telling you it's too much. That little voice doesn't know what your clients will or won't pay; it really doesn't. Ignore the little voice. Prove it wrong.

A Director in a law firm was routinely rounding down the amount on the clock, every single time. So, for example, if it said £830.00, she would round it down to £800.

Imagine over a period of a year, how much that amounts to.

I challenged her behaviour and she admitted she had no idea why she did it.

I then coached her to give up the behaviour which she readily agreed to. This occurred within a workshop in front of colleagues, in a supportive environment, so was even more powerful.

You must consider not just the way you say things but how you say them. You need to feel in your heart of hearts that the value you are giving clients is so high that your fees are worth it. That takes away the feeling of "Oh, it's a lot to charge".

If you're an accountant for example, think of the savings you're creating for your client; of how you're saving their company from making expensive mistakes or of paying more tax than it has to. You're going to be saving them money, time and/or hassle. You're saving them from non-compliance. You might be diagnosing what is stopping them from achieving what they want to achieve with the company whether that's poor cash flow, bad debts, late payments, spiralling costs, low productivity, under-investment, high wages, or something else.

Practising stating your fees will help you get to that point. I know that you might feel a bit silly at first but it's important you do this. The more at ease you are saying your fees, the more confident you will sound. Your prospective clients will hear the confidence in your voice and that will make them feel more confident in you too. Remember, if you are the most expensive law firm, accountancy practice or financial services firm in your area, it may also mean you are perceived as the best.

Now Go And Get Paid Your True Worth!

When you begin to apply my True Worth principles in this book, you will find it so much easier to get paid your true worth.

**To find out more about
working with Vanessa, visit:**

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Why Vanessa?

The True Worth Expert

Keynote Speaker, Trainer and Coach
Creator of the True Worth Methodology
to help professional services firms and individuals
to get paid their true worth



Vanessa Ugatti dramatically shifts your thinking enabling you to increase revenue ethically, without having to work harder, by sharing her ground-breaking TRUE WORTH step-by-step methodology. This leads to a wealthier firm and healthier and happier people.

This unique ability, to bring out the best in people, has evolved for her over many years of facing similar challenges, both professionally and personally – even questioning her own value in business.

In fact, her reason for creating True Worth was that, as a heart-led person, she was utterly clueless at charging, for many reasons. Two of those were that she didn't understand her value and was also very embarrassed talking about money.

This is no longer the case. She now deeply understands her worth and is relaxed having those money conversations with clients. She genuinely cares about and wants the best for them too. She embodies being able to charge her true worth and remains a lovely person.

This is what makes Vanessa the perfect person to help you, or your team get paid your true worth, as she understands this very human problem from the inside out.

The core value that drives Vanessa is authenticity; being true to herself. She finds this is the key approach to helping her clients be empowered to find their true selves and in turn their true value. This has led her to combine her more unique and some might say unorthodox way of being and be effective in professions that many would view as more conservative. She is by no means conservative. It works; some have even described her as Wonder Woman, with purple glasses, and the effect and results are still dramatic.



Iain Colville

Partner, Wright Hassall LLP

"Along with several colleagues, I was fortunate to attend some fantastic training and coaching with Vanessa on getting paid our true worth. The results speak for themselves: Increased billing, much greater confidence in managing those money conversations with clients and so much more. The training will pay for itself, as the ROI will continue in the weeks, months, and years to come. Other comments from colleagues include "super insightful", "invaluable", and "inspiring". Highly recommended."

When not helping others discover their value, Vanessa adds more value to her own life through a variety of action-based activities including fitness training, dancing and walking. Maintaining her lifelong passion for the French and Spanish languages, she will be regularly found enjoying the cultural delights of French and Spanish-speaking countries, when permitted.

What Vanessa's Clients Say...



Robert Marshall

Partner, Kitson Boyce LLP

"Vanessa Ugatti's True Worth training is excellent – she's a lot of fun but also challenged us to consider many of our subconscious attitudes towards billing our clients. What she has to offer is incredibly valuable. The session was one of the most engaging I have attended for years!"



Sharon Boyd

CEO, Samuel Phillips Law

"I find Vanessa's training approach refreshing; professional, engaging, entertaining, intriguing, interesting and fun!! Her ability to engage a group of people from the most junior to the most senior is outstanding. I can't recommend Vanessa enough! A true worth expert for sure and an absolute return on investment for my firm! If you're looking to increase your bottom line by enabling your people to charge their true worth, then I'd urge you to contact her."



Dan Thornton

Partner, Mewburn Ellis

"Vanessa delivered a fun, illuminating, interactive session on getting paid your true worth with colleagues. I found it inspiring. The next day, I had a difficult conversation with a client over money – something I had been worrying about for days. I stood my ground, and it went well. I highly recommend Vanessa."



Theodore Kittila

Managing Partner, Halloran, Farkas and Kittila LLP, USA

"Vanessa empowered me to take a leap forward and expand my business intelligently. As a direct result of her coaching, I confidently increased my fees by 20% so the ROI is significant and keeps on giving. I now understand my value and the skills I bring to the business and have truly stepped into my role as Managing Partner. I recommend Vanessa most highly."



Peter Swinburn

Partner CEO, Clarke Willmott

"Vanessa ran an excellent interactive session with my Property team on charging what you are worth. Not only did we have an opportunity to look at our business model and identify areas where we can increase turnover and profit across the team, but I was also impressed with Vanessa's obvious understanding of the challenges lawyers face in understanding their true worth in the current market, and that being reflected in the accounts. Highly recommended."



Teresa Fawcett-Mitchell

Practice Director, Lennons Solicitors

"Vanessa's True Worth training and coaching is amazing. She is an expert in helping professionals to stop under-estimating, discounting and over-servicing clients so they get paid their true worth, consistently and unapologetically. Her expertise and empathy enable people to open up about their fears and challenges, which empowers them to take positive, new action. I highly recommend Vanessa."



Andrew Houston

Director, CTT Group

"Vanessa delivered some brilliant, thought-provoking and highly engaging training and coaching to key members of staff on getting paid their true worth. Early indicators show that the impact on the bottom line will be considerable over time. Highly recommended."



Marie Walsh

Director, Consilia Legal

"If like me as a law firm owner, you love the work you do yet hate the fee discussions/billing and set a poor example to your team, speak to Vanessa and see what she can do for you and your team. We achieved great results not only in terms of invoicing but in building confidence to speak about invoicing and setting realistic expectations.

This has reduced our stress levels and resulted in us valuing ourselves more. We haven't looked back."

Working With Vanessa



Tired of working for a lot less than you're worth? Prepare to wake up!

If you've got this far, then the chances are that you recognise some, if not all the problems Vanessa outlined, either in yourself, or some of your team members and you really want to do something about them.

The first step to working with Vanessa is to request a complimentary True Worth Discovery Meeting.

In that meeting, she'll spend 30-60 minutes with you and other decision-makers on Teams. You'll discuss what the challenges you or your team members are facing which cause them to underestimate, discount and over-service clients.

She will then explain how these problems can be tackled, through a variety of training and coaching options to suit your needs.

The key to all Vanessa's work is that it is new action-focused, inspiring and empowering.

**To find out more about
working with Vanessa, visit:**

www.TheTrueWorthExpert.com/TWSS

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Vanessa Ugatti is *The True Worth Expert*, Keynote Speaker, Trainer and Creator of the *True Worth* methodology to take charge and get paid your *true worth*.

She helps professional services firms and individuals to increase revenue ethically, without having to work harder, by sharing her ground-breaking **TRUE WORTH** step-by-step methodology. This leads to a wealthier firm and healthier and happier staff.

This unique ability, to bring out the best in people, has evolved for her over many years of facing similar challenges – even questioning her own value in business.

Testimonials



“... *the true worth* expert for sure and an absolute return on investment for my firm!”

– **Sharon Boyd**, CEO, Samuel Phillips Law



“...thought-provoking and highly engaging training and coaching. The impact on the bottom line will be considerable over time. Highly recommended.”

– **Andrew Houston**, Director, CTT Group



“Vanessa Ugatti’s True Worth training is excellent – she’s a lot of fun but also challenged us to consider many of our subconscious attitudes towards billing our clients. What she has to offer is incredibly valuable. The session was one of the most engaging I have attended for years!”

– **Robert Marshall**, Partner, Kitson Boyce LLP



“Vanessa delivered some fantastic virtual training for my team. The following month, we had our best month’s billing ever! Coincidence? I think not.”

– **Elizabeth Ward**, Owner, Virtuoso Legal



“Vanessa is quite simply a miracle worker.”

– **Vicky Hosking**, Managing Partner, Smith and Co Solicitors

To find out more visit: www.TheTrueWorthExpert.com/TWSS