

John Mullins

CS-23-002
February 2023

Lynda Weinman

Abstract

It was a sunny autumn weekend in Ojai, California in 2006. Lynda Weinman and her husband Bruce Heavin had built a modest but thriving training business, focused on teaching users how to put the latest digital graphic design tools, such as Photoshop and Illustrator, to work. Having survived a difficult period following the terrorist attacks in New York City in 2001, their business had finally recovered to its pre-9/11 level of performance. The business was growing nicely, but something didn't feel quite right. The question was what.

Was there now too much complexity? Was it time to bring in some "professional" management that might bring skills to the business that a former teacher and an artist lacked? Was it time to seek investment, even though the business was generating plenty of cash? They needed to identify a way forward, and fast.

John Mullins is Associate Professor of Management Practice at London Business School. The author thanks the Institute for Innovation and Entrepreneurship at London Business School for its research support. The case is adapted from John Mullins, *Break the Rules!: The 6 Counter-Conventional Mindsets of Entrepreneurs that Can Help Anyone Change the World*, Wiley, 2023.

London Business School cases are developed solely as the basis for class discussion and are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

© 2023 London Business School. All rights reserved. No part of this case study may be reproduced, stored in a retrieval system, or transmitted in any form or by any means electronic, photocopying, recording or otherwise without written permission of London Business School.