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.

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