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To Whom It May Concern:

It is my pleasure to recommend Rania Mujib, with whom I had the privilege of working from April to August 2026. She was part of the team completing the Enterprise Consulting Project (ECP), the final step in the Master of Management program at the Schulich School of Business, York University. Her team was engaged by Paterson Consulting Inc. on a live strategic mandate: developing a United States market entry strategy for our leadership consulting, training, and speaking practice, including determining the best state(s) on which to focus our initial efforts.

What impressed me most was Rania's ability to take the concepts from my work — The Hero's Rope, the RPI™ (Rescue Pattern Index™), the Rescue Tax Calculator™, and the Rope Coach™ — and combine them with in-person interviews and qualitative market research to determine a market entry strategy for the U.S. market. Drawing on 98 outreach contacts, expert interviews, and secondary research, the team delivered a focused, stage-gated recommendation: a six-month North Texas pilot targeting HR, learning and development, and operations leaders, entered through trusted relationships, with expansion to Florida only after the pilot proves paid demand. It was practical, well-evidenced work of a calibre I would expect from seasoned consultants.

In particular, I was impressed with Rania's strong ability to relate the concepts within The Hero's Rope to her own generation and to the academic management frameworks she has mastered. As Team Chair, she connected rescue behaviour and the Rescue Tax to how emerging leaders actually think and work today, translating my ideas into language and structures that will resonate with the next generation of managers. That bridge between lived perspective and disciplined management process is a rare and valuable skill.

Rania demonstrated a level of professionalism and skill that reflects well on both her and the Schulich program, and I would confidently recommend her for a position with any firm. If you would like to know more about Rania or her contribution to this engagement, please feel free to contact me directly.

Sincerely,

Wesley Paterson, CMC

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