

Video Transcript**Grow. Inspire. Encourage.****How to lead as a young successor.****Nicholas Ho, chairman of architectural practice hpa, founded by his father in 1980**

I took over the company at 27. At that point of time, the company also, you know, were encountering a lot of challenges at that time.

And at the same time, we were trying to grow the business as well.

So I have two hats. One is I have to manage the existing team, which has been with the company forever. So I'm managing people, you know, twice to three times my age at that time. And they have been with the company forever.

But at the same time, we have to grow into Southeast Asia. So I went to Malaysia, [Kuala Lumpur], and I started an office there and started, you know, travelling very actively in the region to open up the ASEAN market.

So I think during those times, it's very important as a young successor to lead by example, to do the extra work, the extra mile. And don't be worried about you're underperforming or you're not doing enough, or you are doing things that you're afraid that you're going to fail and then get challenged by the older generation.

I think it's about showing the level of commitment and passion in the work that you do that is gradually infectious and will change the older management mindset. And at the same time, you can also inspire, because that energy is quite infectious. So you can inspire the younger generation to start building your own team within the office.

So that's sort of the journey we had 10 years ago gradually transform into today. And obviously today we're facing a different set of challenges compared to 10 years ago. So, you know, I started handing the company over to my director, who's about 10 years older than me, which is sort of what I call the second generation of the firm.

And gradually they're taking responsibility in a more active role. I've assumed the role of non-executive chair. So if everything goes well, I'm taking a sabbatical this year, and I think the sabbatical will be, first of all, good for me and my family because we'll travel the world.

But second of all, it will be a good sort of observation curve for me as an observer instead of, you know, the leader or front leader in the front lines driving change and driving growth.

Because sometimes I do believe succeeding a family business is not just about ownership, it's about succeeding the family spirit, the family values and how we succeed it, depending on the nature of the family office or the family business.