



Ho (right) at the flag-off of The Titan Run on June 29, 2016, with (from right) Matrix Concepts Holdings director Datuk Logendran K Narayanasamy, Seremban Municipal Council (MPS) president Datuk Abdul Halim, Matrix Concepts Holdings chairman Datuk Mohamad Haslah and Matrix Concepts Holdings founder and group executive deputy chairman Datuk Seri Lee Tian Hock

unite the members, especially when there are differences in opinion. "You must build a strong team. As the leader, you can look into the company itself, the overall. But you need a strong team to move in one direction."

Besides that, Ho says a leader must consider things beyond the organisation's boundaries. "A leader must not just look at the organisation but beyond that to have an everlasting impact on all the stakeholders."

For any problem that arises, he believes it is important to conduct research and understand the situation. With the correct information, proper decisions can be made. However, what if the decision that had been made was wrong? What then?

"As a leader, failure is a natural process [you need to go through] but we cannot take it for granted. We have to minimise [its impact]. With failure, you need to have the ability to rectify the matter. You cannot fail beyond your ability to rectify the issue," says Ho.

This is especially important in the property development industry, where projects have long gestation periods from conceptualisation to the groundbreaking ceremony. Thus, he continues, you need the right person to lead a project to en-



At the KL launch of M. Greenvale, Matrix Concepts Holdings' Australian project. (From left) Matrix Concepts Holdings chairman Datuk Mohamad Haslah, Matrix Concepts Holdings founder and group executive deputy chairman Datuk Seri Lee Tian Hock, Ho, Matrix Australia managing director Lee Jon Wee and Matrix Concepts Holdings CMO Lim Kok Yee.



Ho giving a speech to investors at a corporate briefing in d'Sora Hotel in Bandar Sri Sendayan on Oct 15, 2015



Ho (right) attending the Bandar Sri Sendayan Dextora launch with Matrix Concepts Holdings' top management on Aug 17, 2014

sure that no stone is left unturned and that all contingencies have been planned for.

To ensure that micromanagement does not occur, Ho believes in trusting the right person who is competent in his or her job and trusting them to do the job given to them, after providing them with the performance parameters and measurable goals as a support and guide.

Besides that, passion and consistency are also important. "You have to get the right person who is passionate about his or her work and able to achieve the results. Not a one-off but [he or she] must be consistent in achieving the results."

Ho believes that developing future leaders is important. "You make a positive impact on other people's lives, so they can do better."

For leaders, traits such as tenacity and perseverance are a must. "You also need to be innovative in this digital age and agile in your approach. Be relevant to create differentiation and strengthen your competitive advantage, and you must make an everlasting, positive impact on all the stakeholders. Think beyond yourself," Ho stresses.

The positive results or outcomes he speaks of require a strong belief in oneself and also in one's abilities. Ho's strong belief in simplifying a situation or issue to its basic components is something that has helped him navigate the various challenges that have come his way. He learnt this during his engineering studies.

"You must be able to deconstruct a complex subject matter into something more systematic that enables you to analyse it. I have this advantage because I am an engineer by training. Simplicity is the ultimate sophistication," he says, adding that he encourages his children to study engineering not to become engineers but to learn the analytical skills the course teaches.

Ho hopes that in the future, there will be someone ready to take over his role in Matrix Concepts. He says his successor, who may come from within the company or elsewhere, must be competent, have leadership qualities and, more importantly, integrity.

The group has long focused on building its human capital and today, members of its senior management are mostly of the younger generation. Ho believes that this strong team will stand the company in good stead in the years to come. ■