## **🔵 1. Why is Sterling moving away from a Matrix structure if it encourages collaboration?**

**Suggested Answer:** *"The matrix model was highly effective during our earlier phases of growth because it allowed us to move talent between projects flexibly. However, as our operations scale and the volume of projects increases, clear, hierarchical reporting will allow us to streamline decisions, reduce overlap, and drive stronger accountability — while still encouraging collaboration across teams when needed."*

## **🔵 2. What is the biggest benefit of the new hierarchical model for field and design teams?**

**Suggested Answer:** *"The biggest benefit is clarity. Employees will have a single chain of command for day-to-day decisions. This makes it easier to prioritize tasks, align responsibilities, and deliver results faster on active projects — especially when multiple sites or designs are being managed simultaneously."*

## **🔵 3. How does Sterling ensure cybersecurity, especially with mobile teams?**

**Suggested Answer:** *"We follow a layered security model. All devices are protected with endpoint security using Microsoft Defender, and user access is managed through Azure Active Directory with Multi-Factor Authentication. For mobile teams, Verizon 5G hotspots use encrypted connections, and we maintain strict Conditional Access policies to verify both the device and user before allowing access to sensitive systems."*

## **🔵 4. Can you explain how Augmented Reality (AR) is used in client projects?**

**Suggested Answer:** *"We use Unity Reflect and Trimble SiteVision to allow clients to view 3D models of their projects overlaid onto real-world environments. Before a single brick is laid, clients can take a virtual walk through a planned building or site, which improves understanding, reduces miscommunication, and increases client confidence."*

## **🔵 5. What challenges did you face moving to a Cloud-First model?**

**Suggested Answer:** *"One challenge was change management — moving teams from traditional file servers to cloud-based SharePoint and OneDrive required training and support. We addressed this through our 'Digital Forward' initiative, which provided phased education and hands-on workshops to ensure smooth adoption across all departments."*

## **🔵 6. How do you ensure real-time collaboration on job sites with remote teams?**

**Suggested Answer:** *"Using Procore and SharePoint Online, our field supervisors can upload reports, photos, and updates in real-time using rugged laptops connected through Verizon 5G hotspots. This ensures office teams, project managers, and clients can access up-to-date project status from anywhere, ensuring faster decisions and problem-solving."*

## **🔵 7. How is the IT Department positioned now versus 5 years ago?**

**Suggested Answer:** *"Five years ago, IT was mainly seen as a support function — fixing laptops, maintaining servers, and managing emails. Today, IT is a strategic enabler of growth. Our CIO, architecture team, and cybersecurity staff are embedded into project planning, innovation, client services, and risk management from the start."*

## **🔵 8. How does Sterling train employees on using all these new systems?**

**Suggested Answer:** *"We launched an internal program called 'Digital Forward' where department heads coordinate with the IT Project Lead to schedule training. It's a phased approach: first introducing basic cloud literacy, then gradually building up skills in security awareness, augmented reality visualization, and ERP/CRM systems like Dynamics 365."*

## **🔵 9. If a network outage happens on a jobsite, what is your backup plan?**

**Suggested Answer:** *"All major sites have Verizon 5G MiFi units as mobile failover. In addition, our field laptops have offline document sync through OneDrive, so supervisors can continue working even without connectivity, then sync updates once service is restored. It’s about maintaining resilience at every site."*

## **🔵 10. Why was Dell chosen for both field and design teams?**

**Suggested Answer:** *"We evaluated hardware based on performance, reliability, and compatibility with our software stack. Dell Latitude 5430 Rugged models are field-tested for durability, while Precision 5860 Workstations deliver the high GPU and CPU performance needed for 3D rendering in Revit and Navisworks. This standardization also simplifies device management and support."*