

FDIC News

The Federal Deposit Insurance Corporation Employee Newsletter

MARCH 2025

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RMS Announces New Roles

Ryan Billingsley has been selected to serve as Acting Director of the Division of Risk Management Supervision (RMS), as of March 31, succeeding Doreen Eberley, who will be retiring at the end of this month. Billingsley currently serves as Deputy Director of Capital Markets and Accounting Policy in RMS, providing leadership in the area of capital markets and accounting regulation, risk surveillance, and capital markets and accounting examination support. Prior to joining the FDIC, Billingsley worked in the private sector serving a number of roles in the banking and financial services industry. He is a graduate of the University of Virginia with a Bachelor of Arts in economics, has completed the Stonier Graduate School of Banking at the University of Pennsylvania, and is a Chartered Financial Analyst.

Also effective March 31, Suzanne “Suzie” Clair has been selected to serve as Acting Deputy Director of Capital Markets and Accounting Policy for RMS. She currently serves as Associate Director of Capital Markets, overseeing capital regulations and policy. She joined the FDIC in 1989 as a bank examiner



Ryan Billingsley

and has since held various management roles within the Capital Markets branch of RMS, including Chief of Examination Support. She is a graduate of the University of Pittsburgh with a Bachelor of Arts degree in Business Administration and Management.

These announcements follow the previous selection, as of February 3, of Robert C. Connors to serve as Acting Senior Deputy Director of RMS. Connors

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previously served as Deputy Director of the RMS Large Bank Supervision Branch, which oversees all matters pertaining to the FDIC's supervision of 126 large insured depository institutions with aggregate total assets of \$4.3 trillion. He joined the FDIC in 1991 as a community bank examiner and has since held various management roles within RMS, as well as Associate Director of the Division of Complex Institutions Supervision and Resolution (CISR)." 🏛️



Suzanne "Suzie" Clair



Robert C. Connors

Leading with Purpose

By Lance Lamoreaux, Division of Administration



FDIC News is pleased to join Corporate University to publish the Leadership in Action series of articles exploring emerging leadership development topics that are important at the FDIC. Each month, we feature an article on what it means to be a transformational leader – someone who influences people to think, speak, and act to make a positive difference in their lives and those of others.

Leading well requires a tremendous amount of internal strength. As we begin a new year, one which will come with changes and challenges, as well as opportunities, now is an ideal time to connect with your purpose as a leader.

There is a noticeable difference between leaders who lead from a place of authentic purpose versus those who lead by default. According to research by

Nick Craig and Scott Snook, more than 80 percent of leaders have never established their purpose. While identifying your purpose as a leader is a complex, iterative process, this article will help you to get started so that you can lead well in 2025.

WHY PURPOSE

Humans generally like to be comfortable. We tend to take the route of least resistance unless there is a compelling reason to take the more difficult path. Leading well requires the courage and strength to do what is best rather than easy. Purpose can be a catalyst for us to take on adaptive challenges, remain strong in adversity, and be motivated by sustainable rather than unsustainable drivers (i.e., a need to be liked). Your sense of purpose must be larger than the challenge at hand.

Leading from purpose can also:

- Create meaning
- Provide a compass to guide actions and decisions
- Increase self-confidence and reduces imposter syndrome
- Prevent distraction

- Support better health
- Guard against rumination

AUTHENTICITY

"Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult." – Warren Bennis

Your purpose as a leader must be authentic to you. You cannot copy and paste a purpose statement of a leader that you respect and admire. Self-awareness and a connection with your life stories are essential elements to developing your purpose statement. Nick Craig, in his book *Leading from Purpose*, suggested the following reflection questions when contemplating our unique leadership purpose:

- Childhood memories: What did you enjoy doing as a child that brought you joy and satisfaction? This could be a moment or an activity.
- Crucible stories: Reflect on 2-3 transformative moments that made you who you are today.

What did you learn about yourself

see **Leadership in Action**, page 3

Leadership in Action, from page 2

through these experiences.

Reflecting on your life stories can provide you insights into your authentic purpose. Bill George said,

“The journey to authentic leadership begins with understanding the story of your life...Knowing your authentic self requires the courage and honesty to open up and examine your experiences.”

VALUES

Values are the core beliefs and principles that serve as a north star to guide our behavior, decisions, and priorities. Jim Collins described values as,

“The real scorecard in life is how well you build meaningful relationships and how well you live your core values. This means that values come before goals... Values come first, and all else follows, in work, in career, in life.”

Identifying your top values is essential to preparing your purpose as a leader.

PURPOSE STATEMENT

Drafting a brief purpose statement can provide a foundation for your leadership. Your purpose statement should be authentic to you and should transcend any role. It is inspired by your life stories, who you are, and your core values. Here are a couple of examples:

Example 1: “My purpose as a leader is to be the force.” For this leader, the Star Wars series is a component of his life story and using his influence as a leader to be a force for good resonated with him.

Example 2: “My purpose as a leader is to be the starting block. This leader’s experience as an athlete is essential to her life story. Today, she leverages her leadership to positively empower others.

Both examples highlight how our leadership purpose must originate from within ourselves.

CONCLUSION

“Life is never made unbearable by circumstances, but only by a lack of meaning and purpose.” – Viktor Frankl

Leading well requires resilience. Developing and codifying your leadership purpose can empower you throughout 2025. Connecting with your purpose and core values during moments of peak stress can orient you on a path forward. Living your purpose takes courage and vulnerability, but the outsized impact is worth the effort.

If you are interested in a multi-day developmental experience to gain clarity on your leadership purpose with other FDIC managers, please click this link to add your name to the waitlist, and



Lance Lamoreaux

you will be contacted when registration information is available.

Lance Lamoreaux is Assistant Professor of Leadership and Management in Corporate University’s Leadership Development Program. This article was adopted from the following sources: “Crucibles of Leadership” by Warren Bennis and Robert Thomas, Harvard Business Review; “From Purpose to Impact” by Nick Craig and Scott Snook, Harvard Business Review; “True North” by Bill George and Peter Sims, Wiley and Sons, Inc.; and “Leading from Purpose” by Nick Craig, Hachette Books. 📖

eBook and Digital Audiobook Recommendations on Change

By Kay Lewandowska, Reference and Collection Management Librarian

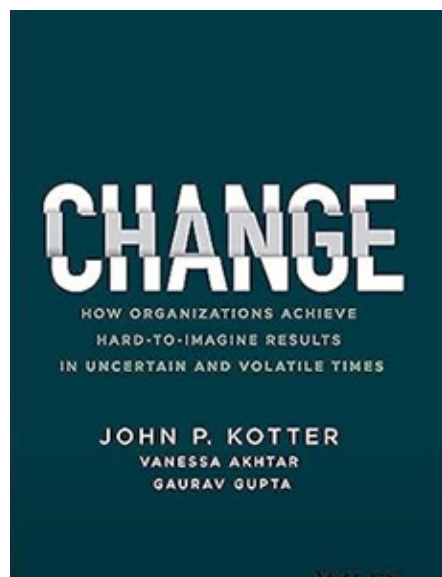
Life is filled with changes. Change can mean different things to different people: opportunity, concern, hopefulness or uncertainty. For many, reading books on life transitions provides comfort, perspective, and practical strategies for navigating these pivotal moments. Studies show reading can significantly lower stress levels by providing a calming distraction and requiring focused attention. Here are some recommendations.

Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times by John P. Kotter, Vanessa Akhtar and Gaurav Gupta. Hoboken: Wiley. 2021.

(Available as eBook or digital audiobook)

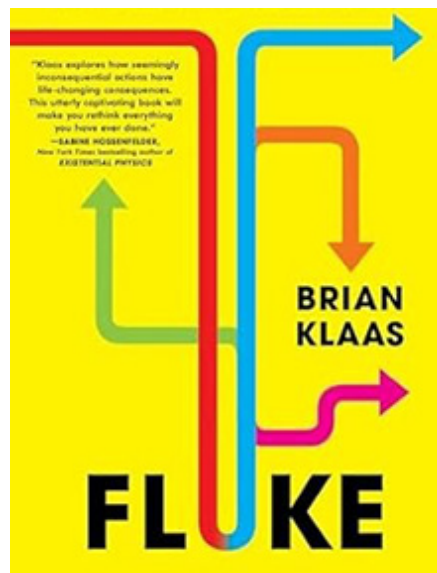
In this book, authors Kotter, Akhtar, and Gupta investigate the process of implementing non-linear, significant change within an organization. You will learn about the emerging science of change, which teaches us how to construct organizations that adapt and change rapidly, ranging from enterprises to governments.

Change will also prove to be an asset to other professionals who serve these organizations, making it perfect for managers, administrators, and leaders at companies of different sizes. This book



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is intended for individuals who are in search of a reliable method for achieving comprehensive, sustainable, and rapid results.



Fluke: Chance, Chaos, and Why Everything We Do Matters by Brian Klaas. New York: Scribner. 2024.

Fluke provides an entirely new perspective on the true functioning of our world, which is influenced by seemingly arbitrary events and peculiar interactions. Is the trajectory of our lives significantly altered by our decision to press the snooze button in the morning? Is the evolution of humans an inevitable process, or are we the result of a series of unforeseen events?

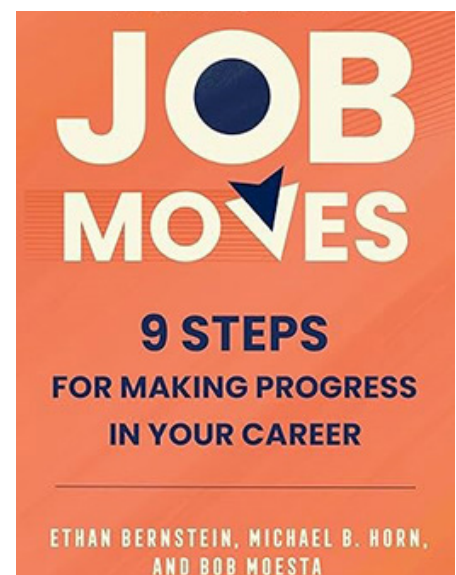
Klaas offers a remarkably innovative perspective on the causes of events, drawing on social science, chaos theory, history, evolutionary biology, and philosophy. He also offers thought-provoking insights into how we can live

more fulfilling lives, be happier, and be smarter.

Job Moves: 9 Steps for Making Progress in Your Career by Ethan Bernstein, Michael B. Horn, and Bob Moesta. New York: Harper Business. 2024.

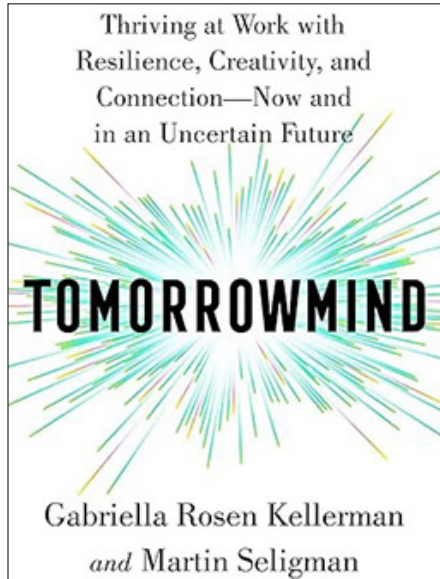
Every year, an estimated one billion individuals worldwide change their jobs. A small number of individuals are fortunate enough to be cast in the role of their dreams, while hundreds of millions are left feeling unfulfilled. What if we could make more informed decisions when searching for a job to ensure that we are able to seize the best opportunity?

Job Moves is beneficial for reevaluating career options and establishing purposeful paths. It is a resource for individuals who are in the process of transitioning into a new vocation. The concise, engaging, and encouraging writing style that is ideal for busy



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professionals will be greatly appreciated by readers. The relatable storytelling and research-backed insights will also be appreciated by readers.



Tomorrowmind: Thriving at Work with Resilience, Creativity, and Connection—Now and in an Uncertain Future by Gabriella Rosen Kellerman. New York: Atria Books. 2023.

Tomorrowmind offers indispensable strategies and practical guidance for confronting the unpredictable future of the

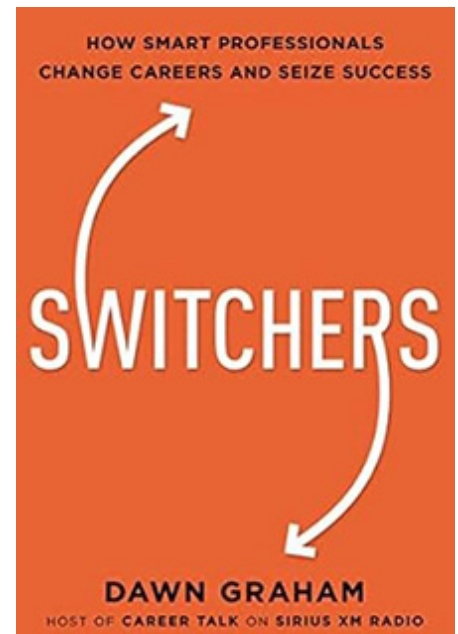
workplace. It provides essential skills on a wide range of topics, including resilience, innovation, social connection, and foresight, through in-depth and clear-eyed evidence. Create a work environment that encourages connection and purpose for both you and your employees with this essential and timely guide, which is sure to motivate future generations of employees.

Switchers: How Smart Professionals Change Careers and Seize Success by Dawn Graham. Nashville: AMACOM. 2022.

Switchers provides practical advice and actionable strategies for functional and industry career changes. An accessible read that is well-organized and essential for individuals seeking to advance their careers.

Switchers is a comprehensive resource that provides practical exercises, inspiring success stories, and psychological insights to assist you in surmounting obstacles and entering a completely new field. This manual will assist you in making a rewarding career transition.

FDIC employees can find these and other eBooks and digital audiobooks on our LexisNexis Digital Library. If you would like to read eBooks or listen to audiobooks on your personal device, please contact the library and we will send you a username and password that



you can use outside of the FDIC network.

We love book recommendations. If there is a book you think we should have, please reach out. And if you are looking for more eBook and or audiobook recommendations, check out our monthly book recommendations, Speaking of Books.

As always, if you have any questions or need help, please contact us for assistance at library@fdic.gov.

This article is part of an ongoing series of contributions from the FDIC Library. 📖

Moving On

Name: Peggi Gill

Most recent position: Associate Director, Consumer Affairs

Division/Office: Division of Depositor and Consumer Protection / Consumer and Community Affairs

Location: Washington, DC

When and where joined the FDIC:

I joined the Division of Insurance and Research (DIR) as the Chief of Publications and IT Operations at the FDIC in March of 2008 at the height of the economic crisis. I remember watching DIR executives running the numbers on what they needed in the Deposit Insurance Fund to raise the coverage from \$100,000 to \$250,000. I love math and knew I was in the right place. Then I spent years figuring out the right place within the FDIC!

Other experience: Served the U.S. Patent and Trademark Office for 10 years as Technical Communications Manager and was an Advertising and Marketing Manager, as well as a Communications Director, in the manufacturing world in the private sector.

Career highlights: Working on the

Quarterly Banking Profile, the Unbanked/Underbanked Survey, the RAC Publications Portal, learning to speak FDIC from the Ph.D. economists, serving as a facilitator in Corporate University, mentor in the FDIC Mentoring Program, creating publications like the monthly Consumer News and Money Smart News for Kids, all very rewarding, but my greatest highlight has been the people. I have celebrated their weddings and children, and cried at their funerals. Serving the public and serving my colleagues is at the very top of the list. Thank you for making me a part of your community.

Retirement date: June 28, 2025. An informal gathering will take place in the Main Building cafeteria on March 25. It is 12-1:30 p.m. A Kudoboard has also been created.

Plans for retirement: My love of writing, editing, and reading will continue, so I plan to find a good place to keep those skills polished, both for fun and perhaps a little work. My favorite place in retirement will be outdoors—taking care of the farm and the animals, hiking, and kayaking every



Peggi Gill

chance I get!

Additional comments and thoughts:

The Four Agreements are words that I live by. 1) Be impeccable with your word, 2) Don't take anything personally, 3) Don't make assumptions, and 4) Always do your best. These words always bring me back to center.

Remember me as the person who loves you exactly as you are. 🏡

Moving On, *cont.*

Name: Annette Guadalupe

Most recent position: Associate Professor for Leadership and Management

Division/Office: Corporate University

Location: Arlington, VA

When and where joined the FDIC:

I joined the FDIC in February 2000, Washington, DC

Career highlights: I have devoted my 45-year career to help individuals develop their leadership skills and manage their careers. I worked as a Civil Servant for almost 33 years and spent 25 of them at the FDIC with DOA and Corporate University in different capacities. During my tenure, I worked in Center for Career Management, Managed the External Leadership Development Program, MBA Program, Corporate Executive Development Program, and served on the Corporate Employee Program Steering Committee.

I have been a part of Corporate University since its inception in 2003 and

my latest contributions have been as a member of the leadership development faculty designing, developing, and delivering education and training, as well as working with teams in headquarters and across the regions to help strengthen leadership competencies, foster collaboration and teamwork to enhance performance.

Retirement date: March 31, 2025

Plans for retirement: In the short term, I'm looking forward to relaxing and "smelling the roses"! I plan to spend more time with family, enjoy my grandkids, and reconnect with extended family. I'm also excited about embracing new adventures in traveling. Most importantly, I want to give back to the community through volunteer service.

Additional comments and thoughts:

I am so proud to have worked with such an amazing team of professionals truly dedicated to the mission of FDIC, committed to continual learning, and



Annette Guadalupe

supporting the well-being of their colleagues so they can bring their best self to work. It has been an honor and a privilege to serve in this organization and I will treasure the relationships built along the way. 🏡

Moving On, *cont.*

Name: Marlene M. Roberts

Most recent position: Senior Examination Specialist, Cybersecurity and Critical Infrastructure Protection

Division/Office: Division of Risk Management Supervision (RMS), Operational Risk, Cyber Fraud and Financial Crimes Section, Critical Infrastructure Resilience Team

Location: Washington Office

When and where joined the FDIC:

I joined FDIC in August 1991 as a Bank Examiner Trainee in the Cincinnati, Ohio, Field Office.

Career highlights: I spent 30 of my 33 ½ years at the FDIC focused on IT and cybersecurity. In 1998, I worked on the team that created the Y2K work programs and I also started as the Regional Office IT Specialist in the San Francisco Regional Office. In 2008, I went to the Washington Office where I assumed my current role focusing on incident response, identifying threats

against the financial services sector, working on public/private partnership efforts, and initiatives to enhance sector resilience. In this role I helped establish regional recovery coalitions, served as the financial services sector liaison to the Department of Homeland Security, served as a founding member and first vice chair of the FFIEC's Cybersecurity and Critical Infrastructure Working Group, drafted the RMS Continuity of Operations Plan and incident response plans, established RMS's threat intelligence function and set up an interagency intelligence information group.

Retirement date: March 31, 2025

Plans for retirement: I plan on traveling and honing my skills as a wildlife photographer. I am also toying with the idea of doing a photo journal of America's wild mustangs.

Additional comments and thoughts:

It has truly been an honor serving as the FDIC's first cybersecurity and critical



Marlene M. Roberts

infrastructure protection specialist. I will miss the job and the wonderful people I have had the good fortune to work with throughout the years. 🏠