

2025

Executive Summary

Thank you, from the Conference Chair

Whether your focus is expanding risk coverage, accelerating the use of technology, transforming your team, or deepening risk ownership across the business, we want you to channel your inspiration and make risk intelligence a reality.

As the demands of your role continue to evolve, continue to tackle challenges, enhance efficiency and achieve unprecedented results.

We hope to see you at Gartner Enterprise Risk, Audit & Compliance Conference 2026.

Sincerely,
Doug Eckstein
Conference Chair and Distinguished VP, Research, Gartner

Top takeaways

- 1

Coach business leaders to make risk ownership reflexive

Elevate risk ownership by creating a system that constantly captures the business’s attention and compels them to respond or act as automatically as a reflex. To coach business leaders to achieve reflexive risk ownership at scale, focus on three key building blocks: engineer systems that are easy to use and hard to avoid, provoke to stimulate business leaders’ thought and action, and recognize the right risk ownership behaviors by making them highly visible. Build the future deliberately, thoughtfully, and persistently - rethink to shape the future.

"Every great coach, every champion, every remarkable organization started with a decision: to try, to practice, to improve, and to persist."

Chris Audet,
VP, Research,
Gartner
- 2

Invest in tech, adoption, and adaptation to power next gen risk management

Ensure your team is prepared to take advantage of technology, including GenAI and continuous monitoring tools, to deliver greater value to stakeholders. Source use cases that align to your team’s workflow and business needs for continuous assurance. Within the next 30 days, evaluate each use case by scoring them for value and feasibility using a dedicated scorecard. Proceed to pilot these selected use cases, involving both auditors and technical experts, to ensure effective implementation. Create opportunities for training and knowledge sharing to support the adoption and scaling of solutions across your organization.

"While GenAI is dominating headlines, it’s important to understand how it fits within the broader audit technology landscape—and why it represents a step change from past investments."

Eren Fry,
Sr Director, Advisory,
Gartner
- 3

Focus your organization’s use of risk technology and analytics

Create a roadmap and strategy for investing in risk technology to enhance workflows and department operations. Identify the key use case that maximizes value for initial consideration. Prioritize solving one critical use case while selecting vendors capable of addressing additional important ones. Follow five practices for highly effective technology buying: identify the drivers and keep them engaged throughout the buying process, articulate with measurable and realistic end game and success criteria, understand trends and hypes, focus on needs thoughtfully, and build confident selection processes with technology vendors.

"If we are clear on the business outcomes, we are 1.5 times more likely to get a high-quality deal, which then leads us to how we then approach the buying process."

Jie Zhang,
VP Analyst,
Gartner
- 4

Simplify governance with targeted alignment and actionable “control-tower” level visibility

Actively engage with key stakeholders and work towards developing a simple, unified vision that clarifies both the purpose and the approach for collaboration among assurance functions to achieve aligned assurance. On Monday morning, determine one other assurance partner with the shared incentive of reducing assurance fatigue you’d like to engage with to begin your journey of alignment. Schedule a meeting to discuss planning a “renovation journey” with a focus on transparency and coordination to reduce assurance fatigue in the business. Work to align reporting where possible and focus on risk oversight rather than activities, to provide executive-level visibility and drive action.

"There are some simpler steps requiring much less political capital, buy-in, time commitment, and effort that we can take to improve our existing assurance house rather than build a new one."

Brian Andersen,
Sr Director, Advisory,
Gartner
- 5

Bring structure to emerging risk management to navigate an unstructured risk environment

Proactively address fast-moving and uncertain emerging risks that threaten business models and strategies by implementing a structured approach. Identify, assess, and confirm senior leader priorities to establish or refresh criteria for risk prioritization. Envision potential interim events to identify low-cost, low-regret actions that can more easily secure buy-in. Form a dedicated working group to evaluate response options and motivate action on prioritized responses. Quantify and clearly demonstrate the lead time required to effectively respond to important emerging risks, ensuring the organization remains agile and prepared.

"In essence, developing a structured approach to managing emerging risks is about survival and mastery. It's about turning potential disasters into opportunities for growth and innovation."

James Fitzmaurice,
VP, Advisory,
Gartner
- 6

Ensure your organization has a plan for risk hot spots

Navigate through your next audit planning cycle by testing your audit plan against risk hot spots. Use the planning tool to benchmark, ask sharper questions, explore downstream impacts on people, processes, and tech, and provide context — not just content — to your audit committee. Begin by downloading the Audit Plan Hot Spots report, use the interactive tool to explore all 12 hot spots, and benchmark your coverage against your peers. Lastly, ask yourself, “Are we covering this risk? If not, why not?”. Build confidence — not just in what you’re covering, but in how you’re engaging with emerging risks.

"When we asked audit leaders about their confidence in covering disinformation-related security risks, only 15% said they feel confident. That’s not a failure — it’s a signal."

Daniel Ryntjes,
Sr Principal, Advisory,
Gartner
- 7

Link risk management to more measurable results

Avoid relying solely on qualitative or reactive methods that focus only on immediate problems, such as the root cause of a control failure. The best risk leaders expand their measurement approach by pursuing tactics, including risk quantification or testing program elements against defined quality standards. To strengthen your approach, experiment with quantification by applying scenarios to an “evergreen” risk. Or, test your compliance program elements against Gartner’s quality standards by brainstorming a set of questions to collect feedback from employees on how well your program activities are working.

"When quality standards are present, employees are 139% more likely to understand and prioritize compliance."

Ross Gardiner,
VP, Team Manager,
Gartner



Save the date!

We hope to see you September 15 - 16, 2026 in Grapevine for [Gartner Enterprise Risk, Audit & Compliance Conference](#).