

2026 Executive Summary

As the demands of your role continue to evolve, we look forward to working with you as you embrace the guidance you uncover to advance your organization by building trust and a data-driven culture, implementing responsible and scalable AI, modernizing analytics with self-service and data storytelling, and optimizing data management architectures for resilience and reliability.

We hope to see you at Gartner Data & Analytics Summit 2027.



Jason Medd,
Conference Chair and Sr Director Analyst, Gartner



Top takeaways

1

Navigate AI on your D&A journey to value

Success with AI in D&A isn't about moving the fastest – it's about having a clear vision, building strong foundations, and empowering your people. To achieve real, sustainable value, you must align your organization's ambition, governance, and workforce around a unified strategy. This means defining your AI goals, modernizing governance, investing in skills, and impacting both costs and outcomes. The future belongs to those who blend human and machine intelligence to drive meaningful impact.

“AI transformation is not just about technology—it's about empowering people, building trust, and creating lasting value. When you align your vision, your data, and your workforce, you're ready to navigate uncertainty and lead with confidence.”

Jorg Heizenberg,
VP Analyst, Gartner

Sarah James,
Sr Director Analyst, Gartner



Top takeaways

2

AI agents are your emerging secret power

AI capabilities are not new; non-generative AI capabilities have been around for decades, and generative AI has added a new component. Now that we're driving toward autonomous decision-making using agents, you must ensure your agents are governed, budgeted, and contextualized to create value and reduce risk. Focus on broader agentic ecosystems and their critical capabilities.

“Generative AI was an evolution, AI agents are a revolution.”

Erick Brethenoux,
Distinguished VP Analyst,
Gartner

3

Context underpins D&A and AI

You're charged with transforming data into insight, and even more importantly, there's an increased focus on going from action to impact. Focus has shifted to delivering actionable and trustworthy insights within the context of specific jobs and processes. Context is required for you to enable accurate interpretation of results and improve decision making while building trust and collaboration. This will also bridge the gap between raw data and a fully-developed business strategy.

“D&A leaders must drive or be driven, leading the charge to build and evolve a holistic and comprehensive ecosystem of capabilities.”

Carlie Idoine,
VP Analyst, Gartner

4

There is no AI without data

Data has always been at the core of our applications, analytics, and now, AI aspirations. The data management market remains foundational as new architectures – such as lakehouses – emerge, and converged platforms promise operational simplicity. Whether you're exploring new capabilities like agentic frameworks or generative AI, or traditional non-generative AI techniques, you must realize AI-ready data is a de facto prerequisite for AI success. It all starts with the data foundations.

“If you don't master AI-ready data within and across AI agents, you are exposing your business to unknown risks which can harm it.”

Robert Thanaraj,
Sr Director Analyst, Gartner



Top takeaways

5

Governance derisks our aspirations

D&A leaders responsible for governance must drive urgency to establish right-sized governance mechanisms based on their organization's aspirations. For those with AI aspirations, data governance is foundational to establishing trust and mitigating risk in AI use cases. For those focused on leveraging AI to advance and mature data governance practices, leaders must pay close attention to what AI capabilities are aspirational versus those that are valuable in reality.

“D&A leaders have the opportunity to be a key player in realizing organizational AI ambition, if they can reinvent data governance for agility and trust.”

Anurag Raj,
Director Analyst, Gartner

6

Navigate AI disruption with strong, essential leaders

While most D&A functions don't have delivery models that are equipped for current demand for AI solutions, and AI aspirations will continue to drive even more demand for the foreseeable future, you can still overcome struggles to scale your impact. Be capable of reallocating resources to highest enterprise priority initiatives, both drivers and enablers. If focusing on developing AI use cases as enterprise solutions, recognize that your entire operating model can be overhauled using the benefits of AI: solution delivery, data management, and code generation.

“The majority of D&A leaders were hired to drive change in their organization. Continuing to play it safe is risky. Think about the big bets you need to make for 2026.”

Nate Novosel,
VP Analyst, Gartner



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