

Most organizations where an Al governance framework is implemented have an AI center of excellence involved in policy and procedure decisions

For leaders with a framework in place, AI governance has increased the number of successful AI initiatives, improved customer experience and increased revenue

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Nearly half of respondent organizations have already implemented an AI governance framework, but skill gaps and unclear business impacts are common challenges

46% of respondents say their organization has an **Al governance framework** implemented, either as a dedicated framework (12%) or as an extension of other governance frameworks (34%). The majority (55%) of respondents say their organization has not yet implemented an AI governance framework, but most (40%) have started developing one. Does your organization have an Al

governance framework implemented?* 40% 34% Not yet, but we have started developing our AI Yes, we have extended governance framework other governance

frameworks into

Al-specific approaches 15% Not yet, and we **12%** have not started Yes, we have a developing our AI dedicated AI governance governance framework framework *Respondents who answered "No, and there are no n = 200plans to" were eliminated from the survey Note: May not add up to 100% due to rounding

Among those respondents who identified challenges to implementing AI governance at their organization (n = 192), more than half (57%) said skill gaps have been one of the biggest challenges. Lack of clarity about Al's business impacts (48%) and production-first mentality (37%) were also among the top challenges for many. What have been the biggest challenges to implementing AI governance at your org? Select up to three. **57%** 48% Skill gaps Lack of clarity about Lack of data governance 26% Al's business impacts Fragmented technologies 25% 37% (poor connection to Poor collaboration between business functions 22% business outcomes) Production-first Lack of transparency for third-party AI solutions 20% mentality (trust and risk management are Poor data management 18% an afterthought) Not enough legal pressure 16% | Other* 1%

n = 192

All respondents, excluding those who selected "We haven't experienced any challenges"

*Other: Limited use and risk to the organization currently

Employee interest 33% | Board interest 22% |

Planned laws and regulations 14% | Other* 1%

made as a result of lack of

appropriate oversight."

Current laws and regulations 19% |

n = 200

*Other: Cost controls

The main drivers for Al governance at respondent organizations include data and analytics strategy (59%), business strategy (57%) and executive interest (42%). **59%** What are the main drivers for AI governance Data and at your organization? Select up to three. analytics strategy **57% Business strategy**

42%

Executive interest

D&A and business strategy are among the main drivers

increased costs is the most common negative impact

for AI governance. When AI governance is lacking,

What negative impacts has your **47%** Al governance? Select all that apply. 36% 34%

Leaders who were able to identify **negative impacts** experienced at their organization

Al initiatives (36%) or decreased revenue (34%).

being late to the game will have

substantial impact."

34%

Business

functions

31% AI model development **57%**

Al center of excellence

30%

Automation

center of

excellence

will increase security risk"

instead of governing a

than concrete."

- VP, healthcare industry,

1,000 - 5,000 employees

and decision rights

process/procedure, you are

in essence governing a "living

thing" which means the rules

need to be more directional

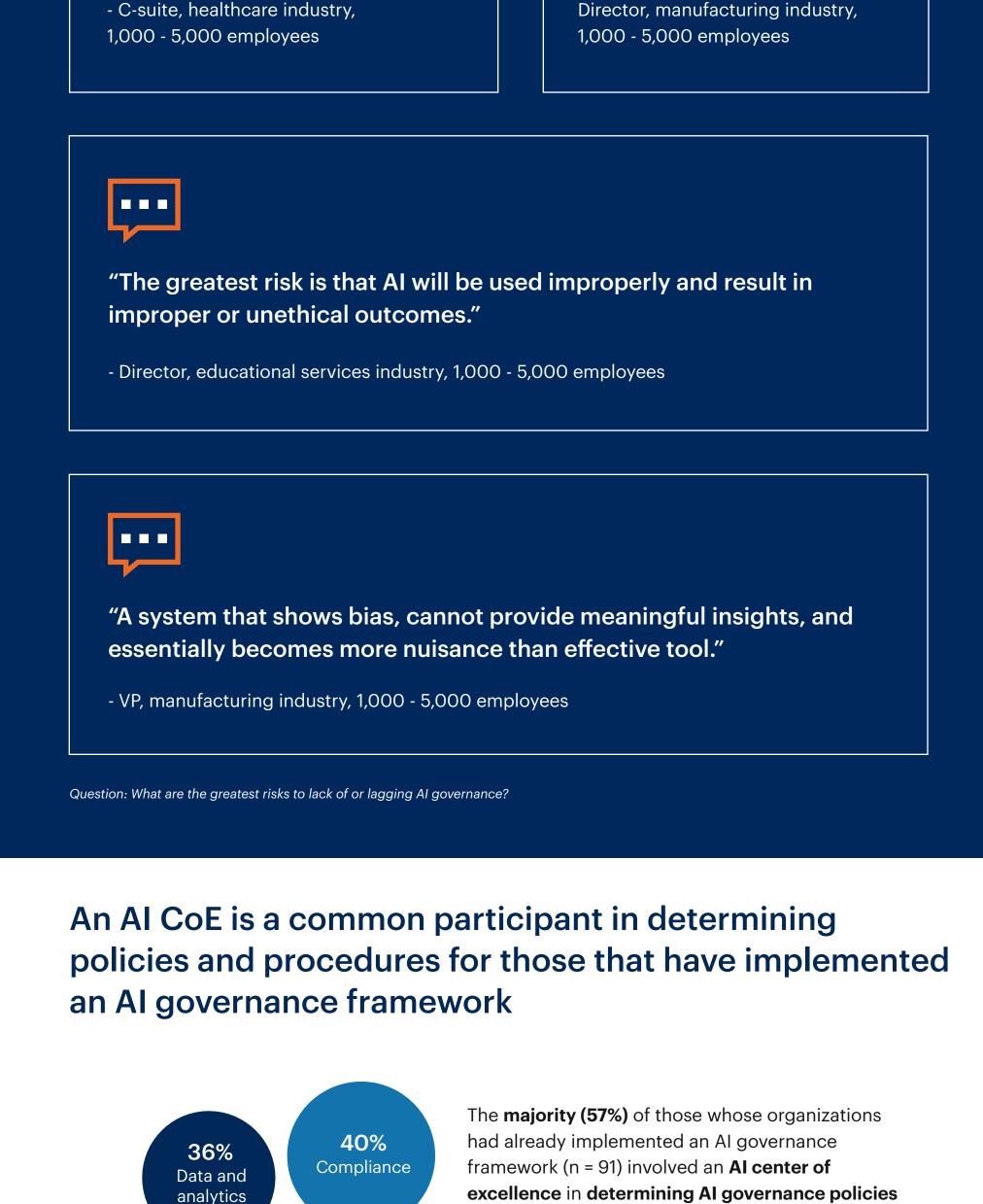
organization have an AI governance framework implemented?"

due to a lack of AI governance (n = 89) usually pointed to increased costs (47%), failed

organization experienced due to lack of 29% Brand damage 19% | 24% Fines/lawsuits 18% | Other 0% n = 89All respondents, excluding those who selected "We have not experienced any negative impacts", "Too early to tell" or "Not sure" Failed AI Increased Decreased Negative Negative initiatives costs revenue customer employee experience experience

"Market will move exponentially, "Poor business decisions are

The greatest risks when AI governance is lacking or lagging



Unique elements of AI governance according to respondents whose organizations have or are developing an Al governance framework

"Scope of solutions. AI is an emerging market for service delivery

and as such not all use cases have been properly identified which

n = 91

and procedures at their organization.

policies and procedures at your org?

Select all that apply.

Legal **20%** | Privacy **13%** |

Who is involved in determining AI governance

Security 27% | Data and analytics center of excellence 25% |

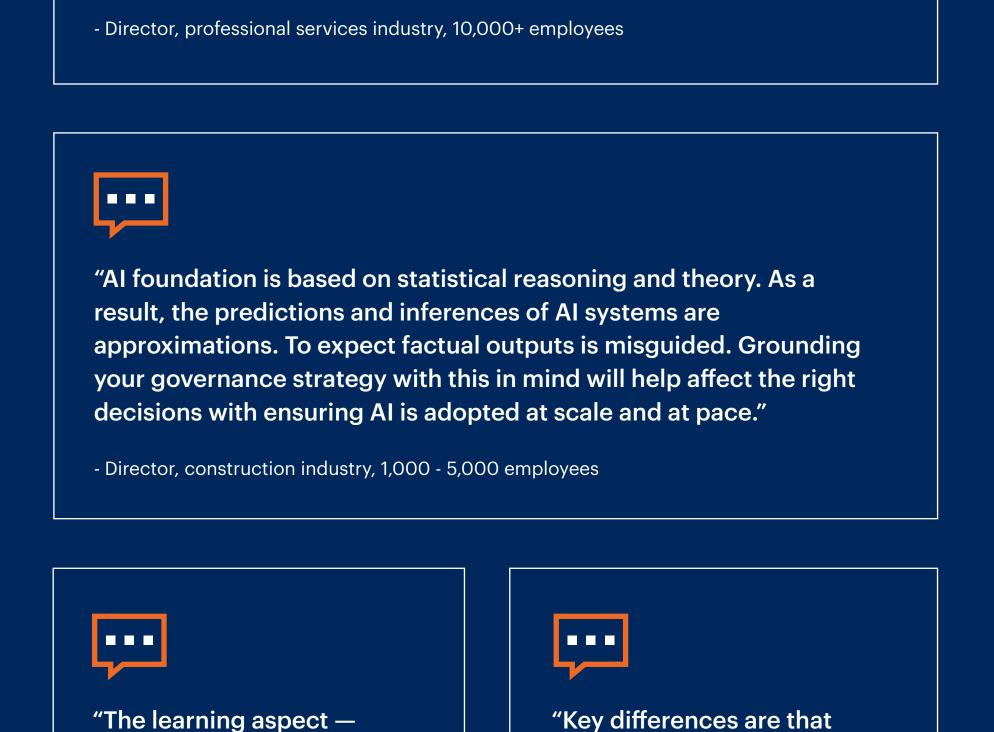
Dedicated AI risk management office 12% | Other 0%

governance framework" or "Yes, we have extended other governance

frameworks into AI-specific approaches" to the question "Does your

organization have an AI governance framework implemented?"

Respondents who answered "Yes, we have a dedicated AI



this is an ever-evolving

rushing to catch up, so

technology, with regulators

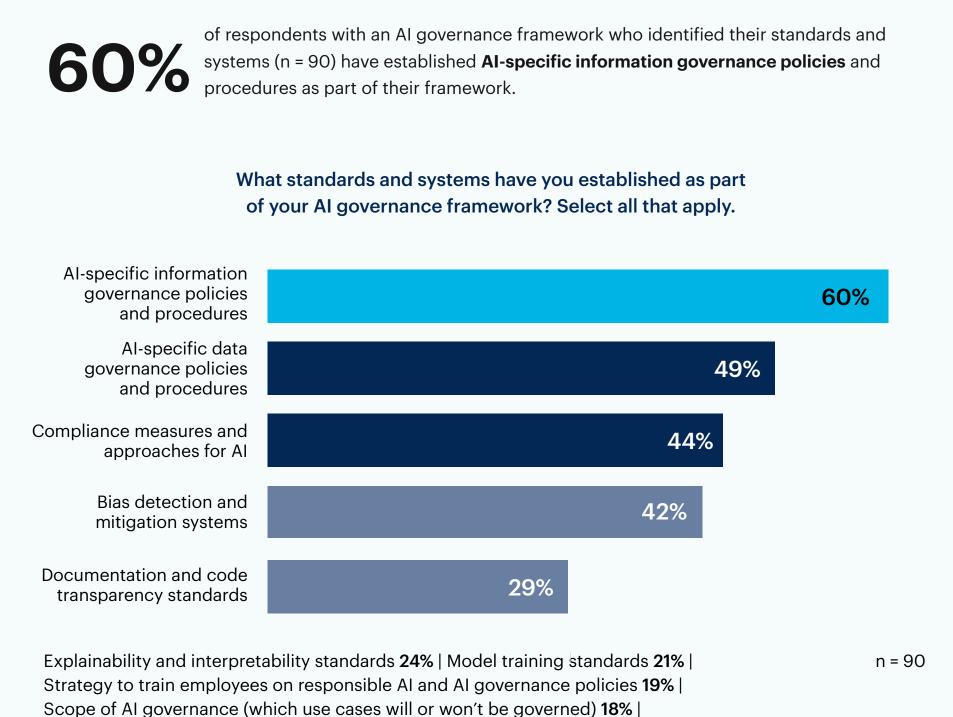
having the mindset that you

will have to change what

industry, 1,000 - 5,000 employees

you are doing now."

- C-suite, consumer goods



Provisions for releasing minimum viable products (MVPs) 14%

System for AI value assurance and model risk management 13%

Excluding those who selected "None of these"

65%

Accountability

and decision

rights for

algorithms

65%

48%

More

initiatives

successful AI customer

46%

Improved

experience

Al technology

46%

Increased

revenue

34%

Improved

employee

experience

Shared understanding of AI models 14% | Version control requirements 14% |

Standardized collaboration and documentation tools for data scientists 10% | Other 0%

59%

Roles and

responsibilities

for escalation

procedures

Respondents who answered "Yes, we have a dedicated AI governance framework" or "Yes, we have extended other governance frameworks into AI-specific approaches" to the question "Does your organization have an AI governance framework implemented?";

of leaders with an AI governance framework (n = 91) have identified accountability

43%

Accountability

and decision

rights for data

diversity

40%

Responsibility

and

accountability

for outcome

acceptance

32%

Ultimate

accountability

for Al

governance

and decision rights for algorithms in their AI governance framework. 59% have

covered the roles and responsibilities for escalation procedures.

What roles and responsibilities have you identified in your AI

governance framework? Select all that apply.

Question: What key differences should technology leaders keep in mind when it comes to governing AI as opposed to other technologies?

At organizations that have implemented them, AI

information governance and algorithm accountability

governance frameworks often cover AI-specific

Question shown only to those who answered "Yes, we have a dedicated AI governance framework", "Yes, we have extended other governance frameworks into Al-specific approaches" or "Not yet, but we have started developing our Al governance framework" to the question "Does your



What positive impacts has your

Decreased costs 30% |

n = 71

organization experienced as a result of

Improved company/brand reputation 28% |

Catalyzed innovation in Al 11% | Other 0%

Respondents who answered "Yes, we have a dedicated AI governance framework" or "Yes, we have extended other governance frameworks into AI-specific approaches" to the

implemented?"; Excluding those who selected "We have not

question "Does your organization have an AI governance framework

experienced any positive impacts", "Too early to tell" or "Not sure"

Minimized misinterpretations of AI results 25%

Al governance? Select all that apply.

"Improving the extent and quality of data extraction and insights from non-traditional sources like unstructured text, images, audio and video."

Director, consumer goods industry, 10,000+ employees

The greatest opportunities with properly governed

"AI is a game changer in ITES [information technology enabled services]. Effective AI governance model will help data protection, compliance and regulatory approval and business values. A secured AI deployment will increase customer confidence which ultimately will help in increased business opportunities." - Director, healthcare industry, 1,000 - 5,000 employees Question: What do you see as the greatest opportunities with properly governed AI technology? Want more insights like this from leaders like yourself? Click here to explore the revamped, retooled and reimagined Gartner Peer Community. You'll get access to synthesized insights and engaging discussions from a community of your peers.

Respondent Breakdown

Region

North America 54%

Director

35%

C-Suite

20%

VΡ

18%

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Manager

29%

neither endorses it nor makes any warranties about its accuracy or completeness.

Source: Gartner Peer Community, AI Governance Frameworks for Responsible AI survey

EMEA 16% Job Level **Company Size**

10.001+

employees

5,001 - 10,000

employees

Note: May not add up to 100% due to rounding Respondents: 200 IT and Data and Analytics leaders involved in decisions around AI strategy at their organization who have addressed or plan to address AI through a governance framework

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29%

17%

<1,001

employees

1,001 - 5,000

employees

39%

16%