

Gartner®

2Q24

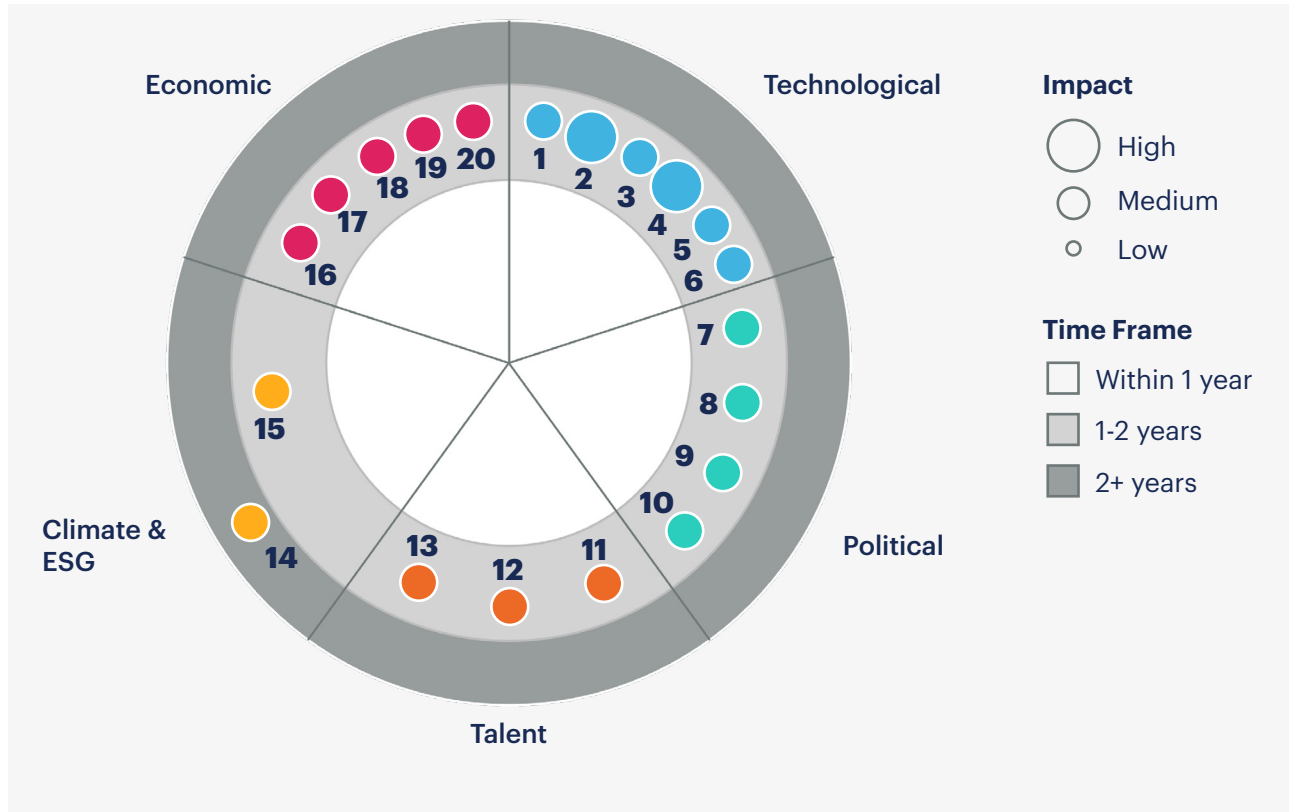
Emerging Risks Report

How We Create This Report

- **Emerging risks** are those whose effects have not yet been substantially realized in the enterprise.
- Their evolution is **highly uncertain** because it is rapid, nonlinear or both.
- Our Quarterly Emerging Risks Report **captures senior executives' and risk managers' views** on emerging risks and provides insight on identifying and mitigating them.



2Q24 Emerging Risk Universe Map



#	Risk category	Risk Name
1	Technological	AI-Assisted Misinformation
2	Technological	AI-Enhanced Malicious Attacks
3	Technological	AI Intellectual Property Control
4	Technological	Soft Ransomware Targets
5	Technological	Power Grid Strain
6	Technological	Misaligned AI Ambition
7	Political	Escalating Political Polarization
8	Political	New Geopolitical Partnerships
9	Political	Global Consequential Elections
10	Political	Increasing Threats to Maritime Shipping

#	Risk category	Risk Name
11	Talent	Employee Misuse of AI
12	Talent	Misaligned Organizational Talent Profile
13	Talent	Decline in Employee Productivity
14	Climate & ESG	Extreme Heat Consequences
15	Climate & ESG	Climate Activism
16	Economic	Market Effects from Higher Borrowing Costs
17	Economic	Overzealous Cost Cutting
18	Economic	Stagflation Expectations
19	Economic	Private Credit Market Risk
20	Economic	Delayed Interest Rate Lowering

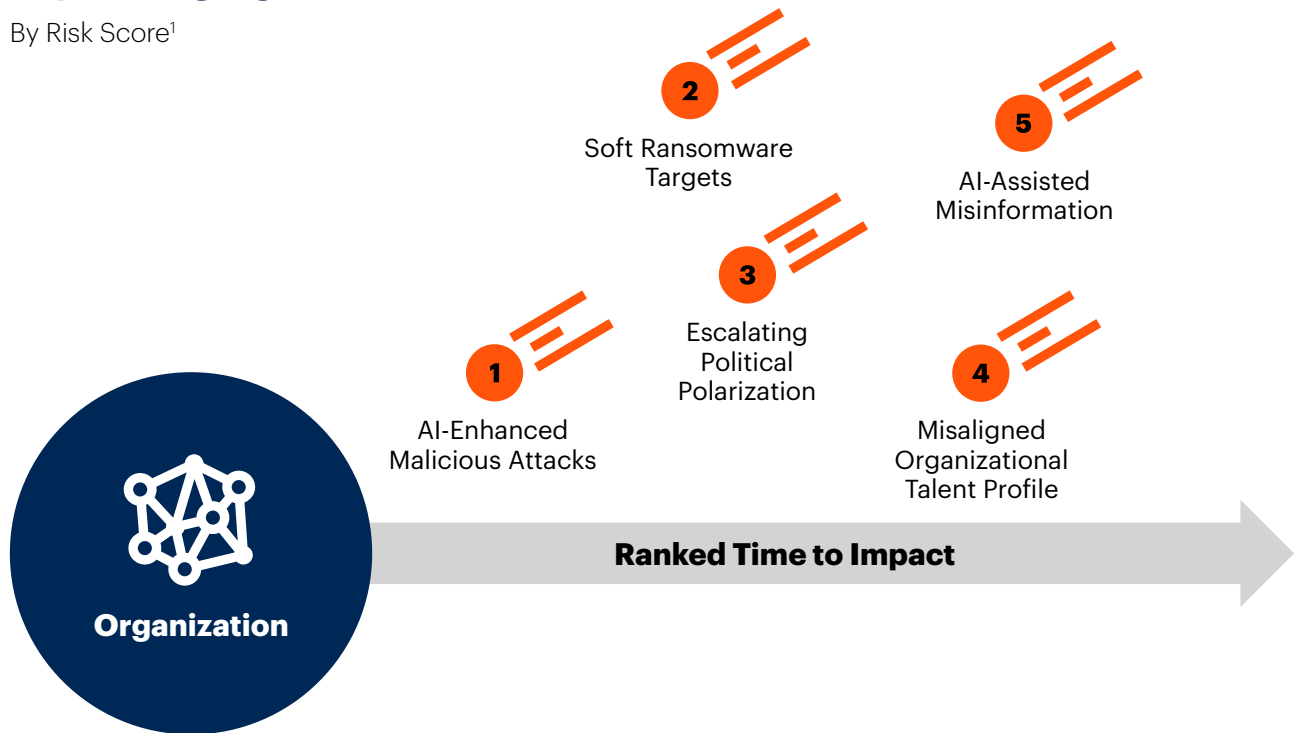
Source: 2Q24 Gartner Emerging Risks Survey, n = 274

The 2Q24 Risk Meteors



Top Emerging Risks for 2Q24

By Risk Score¹



Score Rank	Risk Name	Impact Score	Time Frame Score	Frequency
1	AI-Enhanced Malicious Attacks	3.13	1.59	83%
2	Soft Ransomware Targets	3.01	1.60	64%
3	Escalating Political Polarization	2.55	1.74	75%
4	Misaligned Organizational Talent Profile	2.80	2.21	71%
5	AI-Assisted Misinformation	2.57	1.79	64%

n = 274

Source: 2Q24 Gartner Emerging Risks Survey

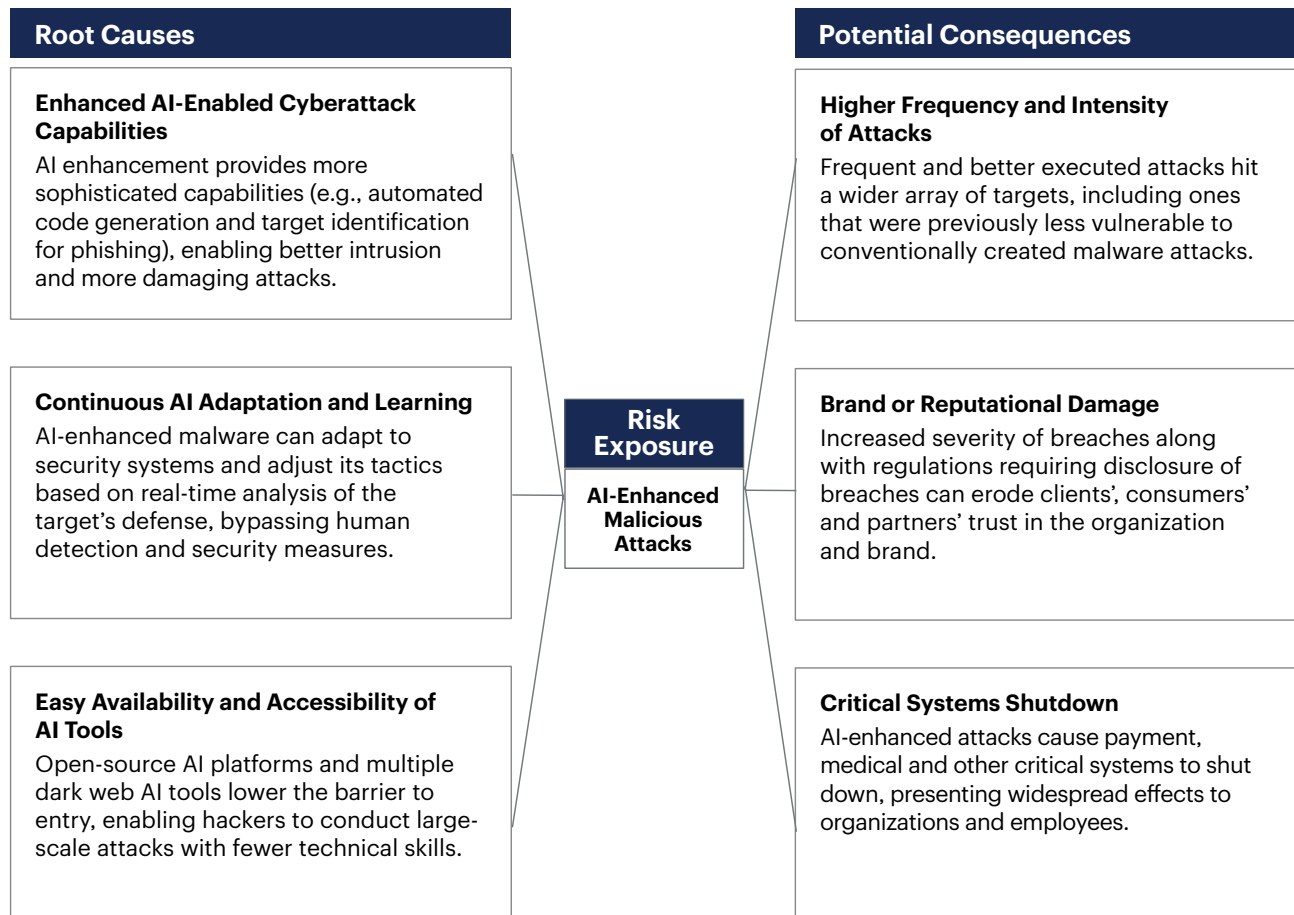
¹Risk Score = Cube Root (Impact x Inverse Time Frame x Frequency Selected as a Top 10 Emerging Risk Rescaled)

2Q24 Top Risks



AI-Enhanced Malicious Attacks

Impact Score: 3.13 / Time Frame: 1.59 / Frequency Selected: 83%



Risk Description: The risk that internal and external malicious actions are boosted through the ease of use and quality of AI-assisted tools such as code, voice and image generation.

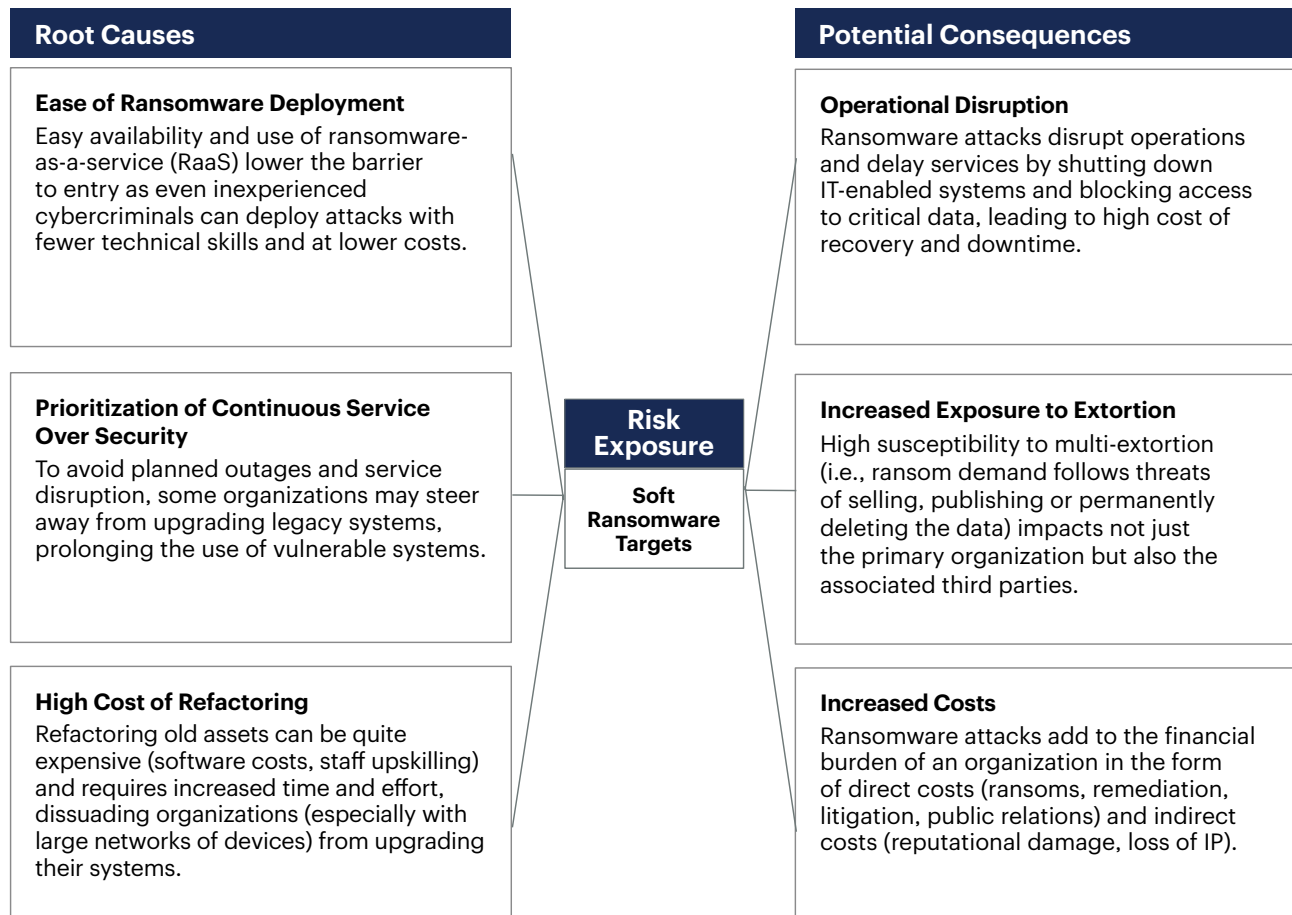
Source: 2Q24 Gartner Emerging Risks Survey, n = 274

2Q24 Top Risks



Soft Ransomware Targets

Impact Score: 3.01 / Time Frame: 1.60 / Frequency Selected: 64%



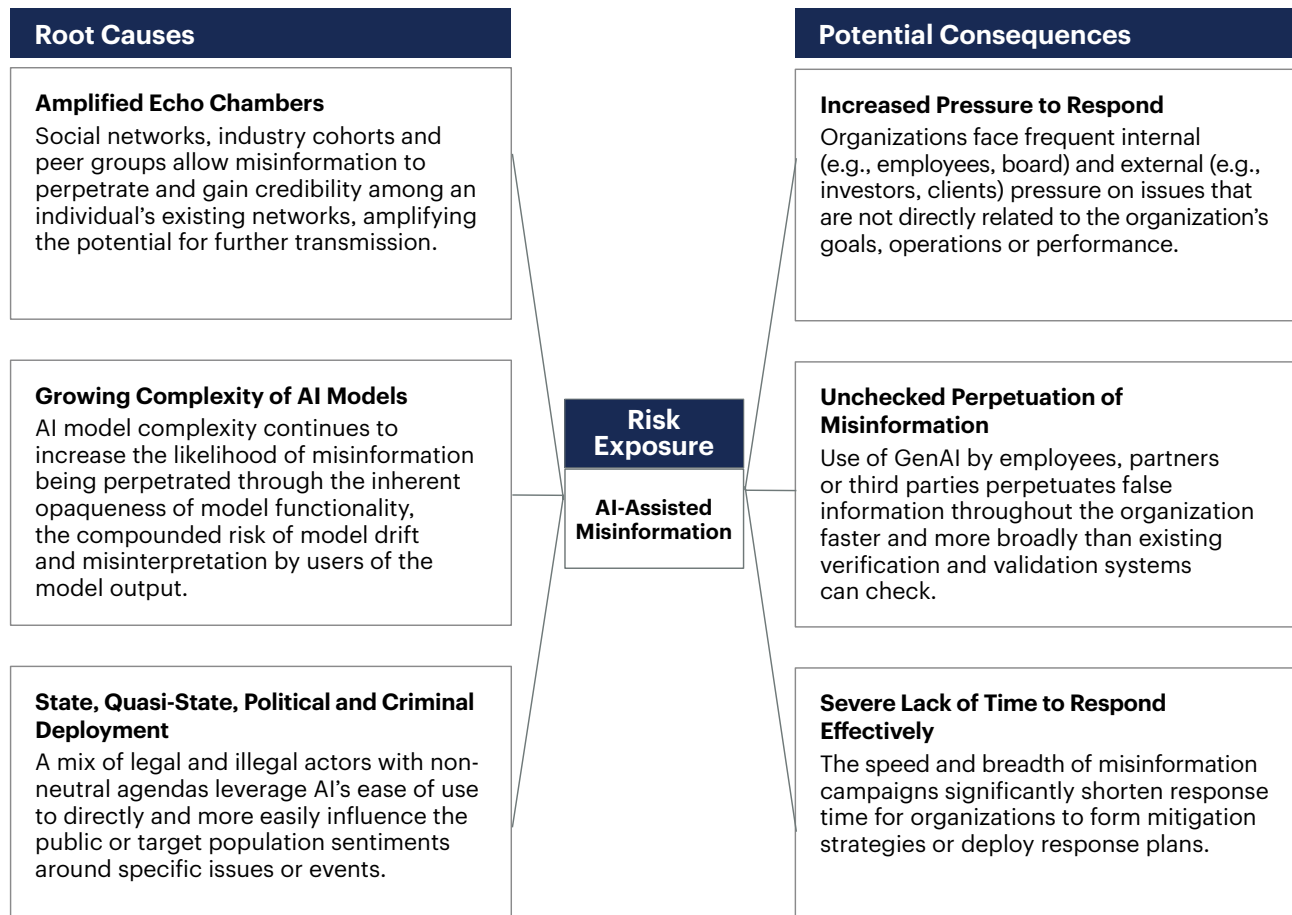
Risk Description: The risk that some types of systems may be especially vulnerable to ransomware due to underinvestment or technical debt, leading to longer disruptions in business operations or other worse impacts than usual when attacks occur.

2Q24 Top Risks



AI-Assisted Misinformation

Impact Score: 2.57 / Time Frame: 1.79 / Frequency Selected: 64%



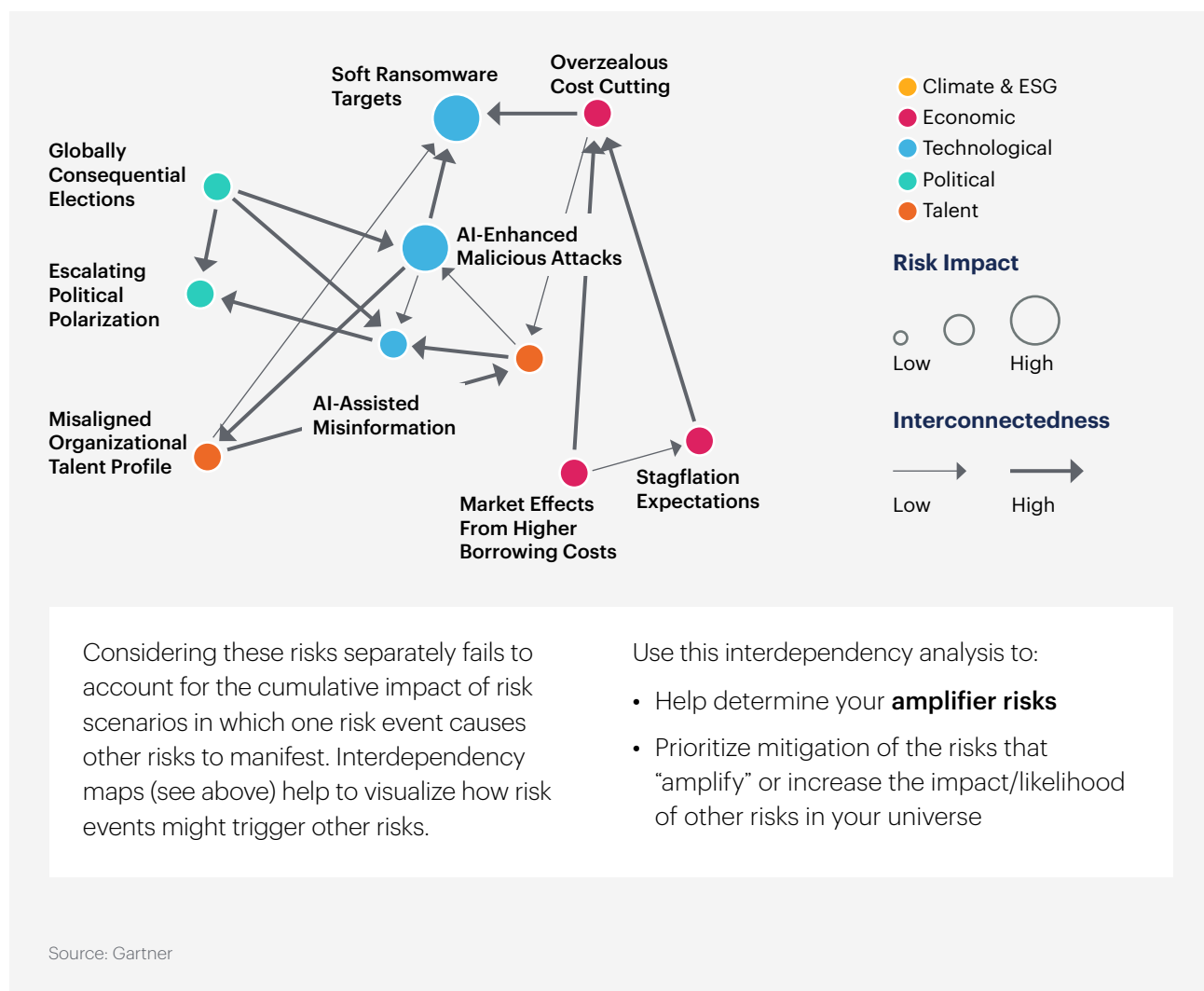
Risk Description: The risk that AI-assisted misinformation spreads faster than organizations can react, posing a threat both internally (as employees take negative actions such as hacktivism, protests, activism based on false information) and externally (such as misinformation targeting investors).

Issue Spotlight: Top Risk Interdependence and Amplifier Risks

High Risk Interdependence in Top Emerging Risks

Interdependence Map of 2Q24 Top 10 Emerging Risks

Illustrative



Considering these risks separately fails to account for the cumulative impact of risk scenarios in which one risk event causes other risks to manifest. Interdependency maps (see above) help to visualize how risk events might trigger other risks.

Use this interdependency analysis to:

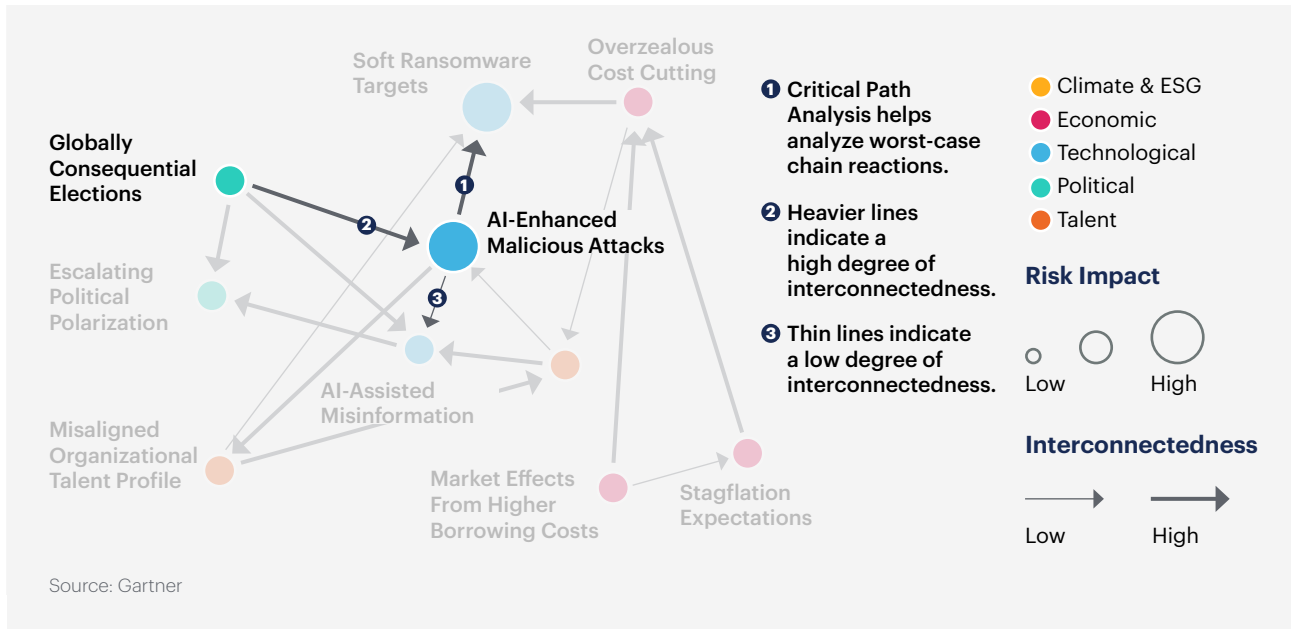
- Help determine your **amplifier risks**
- Prioritize mitigation of the risks that “amplify” or increase the impact/likelihood of other risks in your universe

Source: Gartner

High Risk Interdependence in Top Emerging Risks

Critical Path Analysis

Illustrative

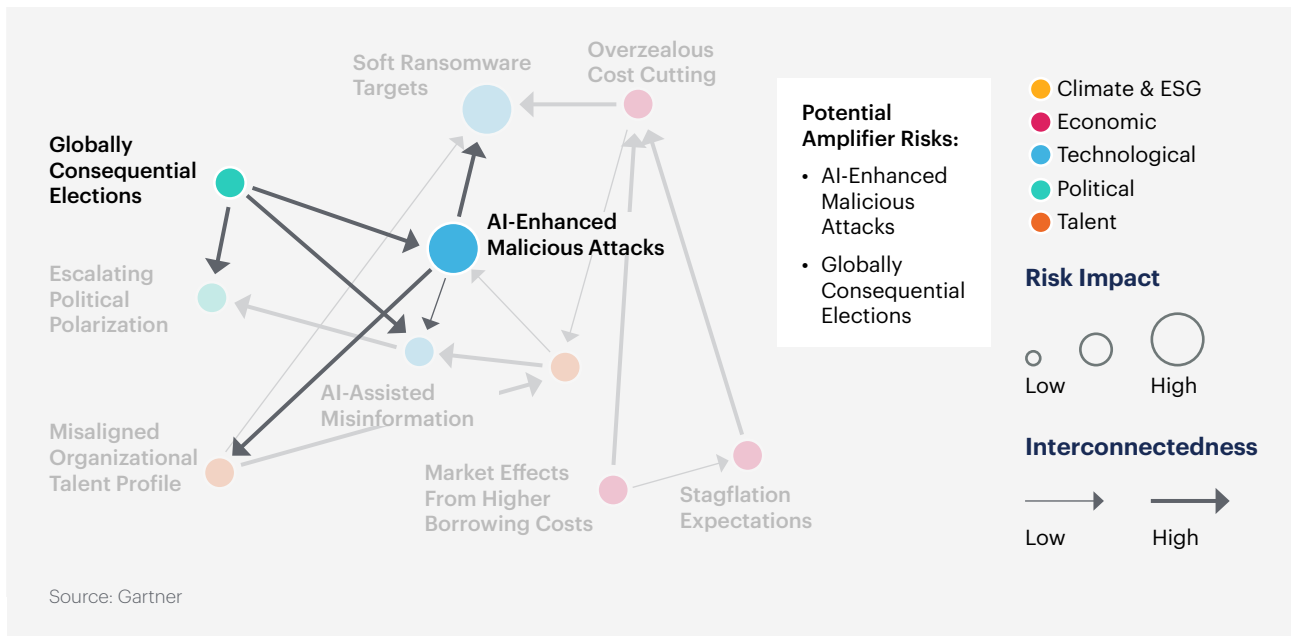


Use Critical Paths to Identify Amplifier Risks

Critical path analysis helps identify “amplifier” risks — risks that amplify or increase the impact or likelihood of other risks in the risk register.

Interdependence Map With Highlighted Amplifier Risks

Illustrative

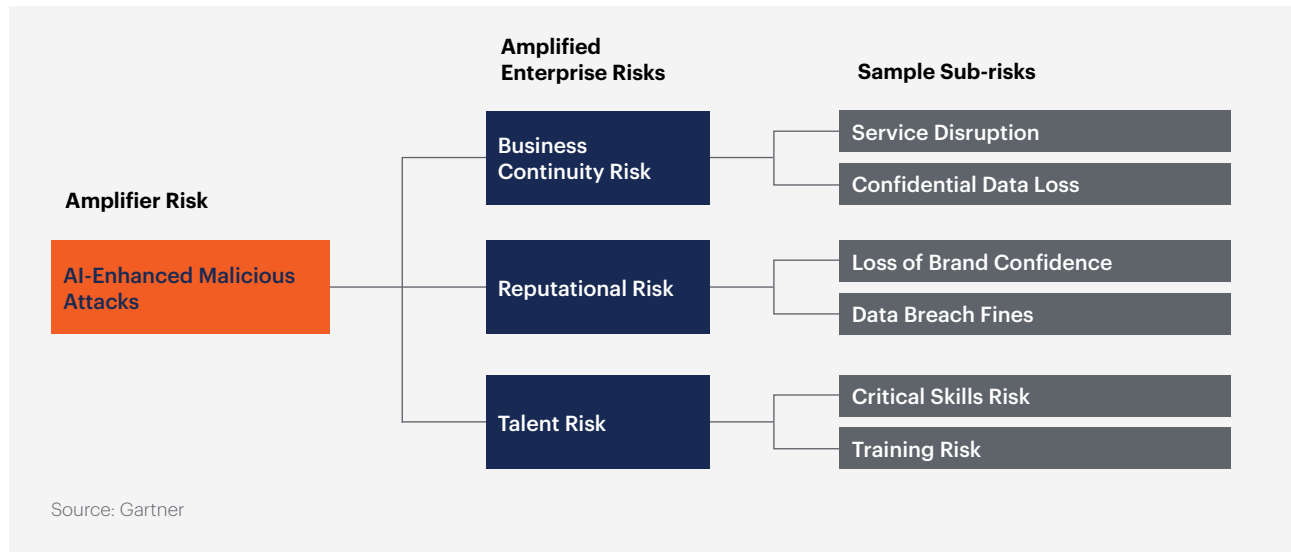


Understand Risk Implications of Amplifier Risk

Map your top amplifier risks to the risk register to better understand emerging risk implications.

Example Map of AI-Enhanced Malicious Attacks to the Existing Risks

Illustrative

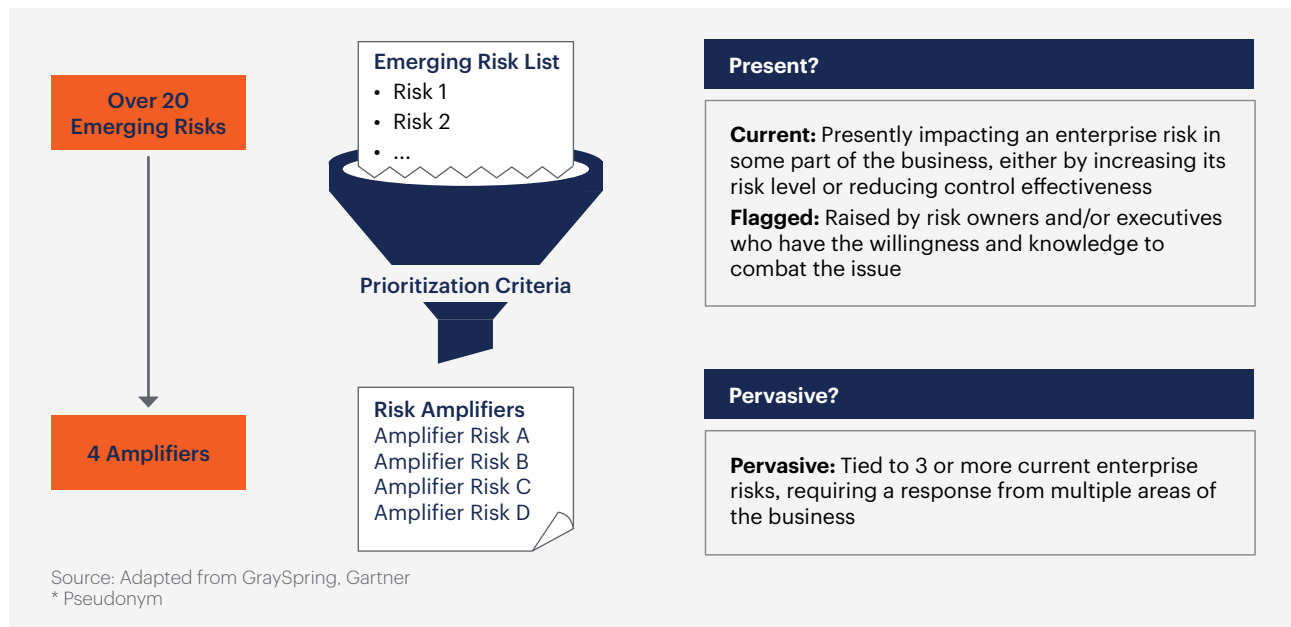


Alternative Method: Identifying Amplifier Risks

Drive executive engagement and action by showing how certain emerging risks already impact present-day enterprise risks.

GraySpring* Emerging Risk Prioritization Process and Criteria

Illustrative

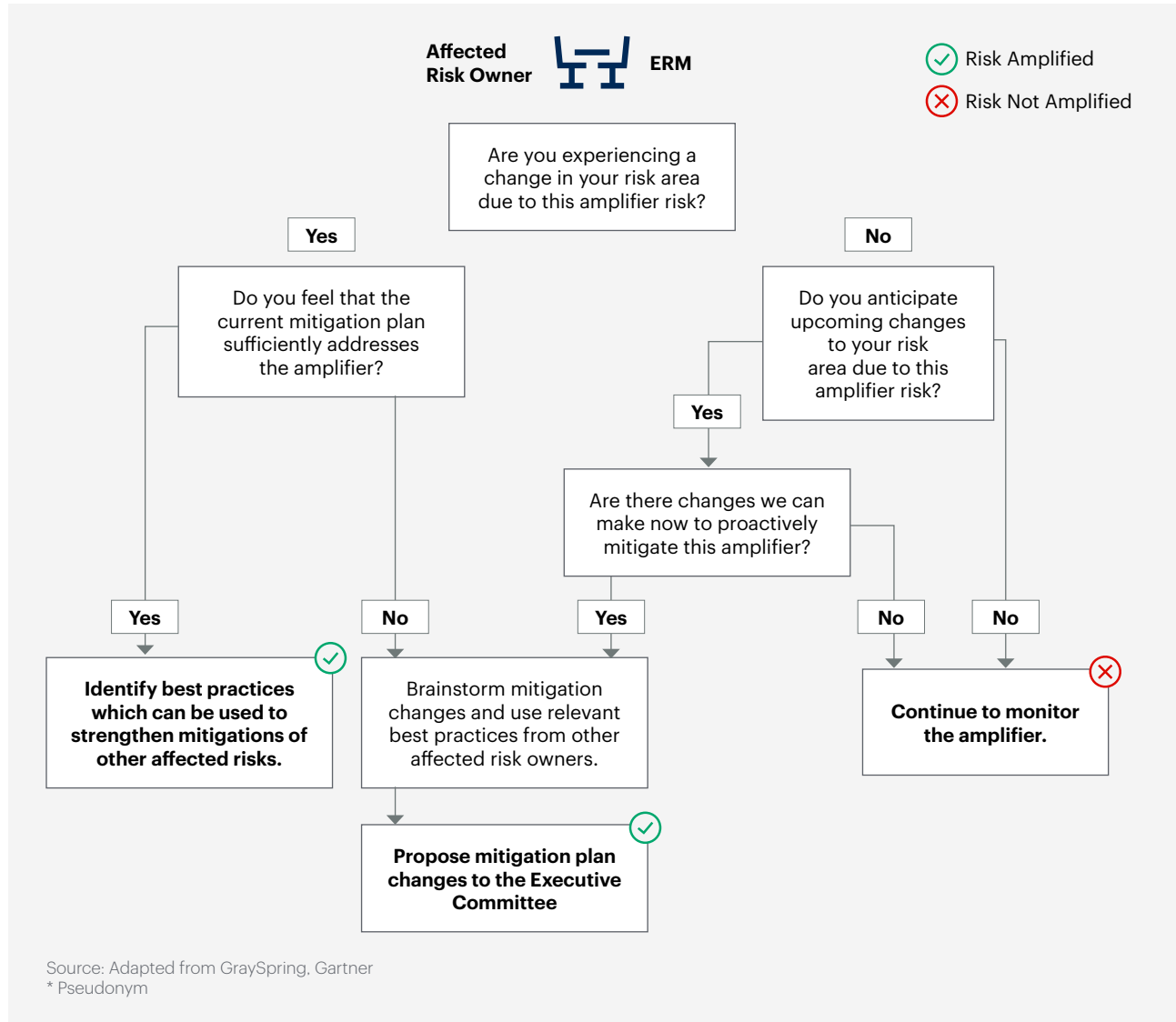


Act on Amplifier Risks

Partner with risk owners to validate your shortlist of amplifier risks and identify mitigation improvements.

GraySpring* Amplifier Risk Validation Sessions

Illustrative



2Q24 Risk Dashboards



Regional Emerging Risks

Top 5 Emerging Risks

By Risk Score¹

Canada
1. Market Effects From Higher Borrowing Costs
2. AI-Enhanced Malicious Attacks
3. Misaligned Organizational Talent Profile
4. Escalating Political Polarization
5. Soft Ransomware Targets

United Kingdom
1. AI-Enhanced Malicious Attacks
2. Escalating Political Polarization
3. Employee Misuse of AI
4. AI-Assisted Misinformation
5. Misaligned Organizational Talent Profile

Asia/Pacific (excl. Australia and NZ)
1. AI-Enhanced Malicious Attacks
2. Escalating Political Polarization
3. AI-Assisted Misinformation
4. Soft Ransomware Targets
5. Employee Misuse of AI

United States
1. AI-Enhanced Malicious Attacks
2. Soft Ransomware Targets
3. Escalating Political Polarization
4. Misaligned Organizational Talent Profile
5. AI-Assisted Misinformation

Europe (excl. U.K.)
1. AI-Enhanced Malicious Attacks
2. Escalating Political Polarization
3. Globally Consequential Elections
4. AI-Assisted Misinformation
5. Misaligned Organizational Talent Profile

Australia and New Zealand
1. AI-Enhanced Malicious Attacks
2. Soft Ransomware Targets
3. Misaligned Organizational Talent Profile
4. Overzealous Cost Cutting
5. Employee Misuse of AI

n = 20 (Canada); 157 (United States); 14 (United Kingdom); 26 (Europe, excl. U.K.); 16 (Asia/Pacific, excl. Australia and New Zealand); 28 (Australia and New Zealand)

Note: Mexico, Central America/South America, Middle East, and Africa are not presented due to n size.

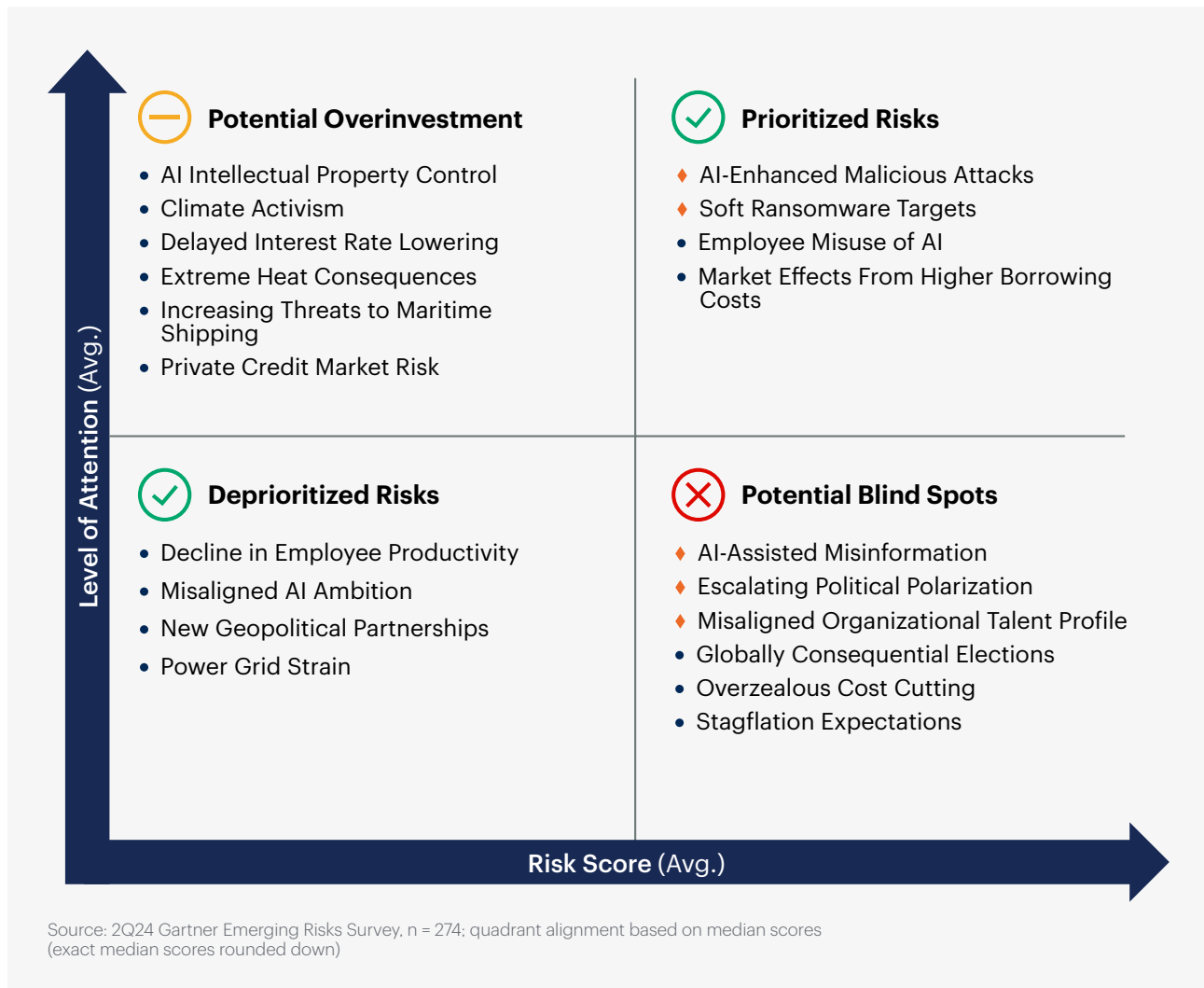
Source: 2Q24 Gartner Emerging Risks Survey, n = 274

¹Risk Score = Cube Root (Impact x Inverse Time Frame x Frequency Selected as a Top 10 Emerging Risk Rescaled)

Emerging Risk Misalignment and Blind Spots


Emerging Risks by Level of Attention and Risk Score

◆ Top 5 Risk ● Other Risk




Top 5 Emerging Risks by Potential Opportunity

Top Emerging Risks by Potential for Associated Upside*




Climate Activism

Attain a reputation for sustainability among competitors to attract consumers and investors.




AI Intellectual Property Control

Deploy AI in enterprise in a controlled and risk-conscious manner to find efficiency gains or add new business capabilities.




Misaligned AI Ambition

Align AI strategy with specific business objectives to optimize data analysis, streamline decision making and enhance customer experiences.



Power Grid Strain

Capitalize on the demand for advanced power solutions to create potential for market expansion and revenue growth.



Misaligned Organizational Talent Profile

Take the opportunity to attract talent to your organization based on skills, rather than by job title.

Source: 2Q24 Gartner Emerging Risks Survey, n = 274
 Q: "To what extent do you believe that there is a business opportunity associated with this risk?"
 * Top emerging risks for potential associated upside ordered by business opportunity risk score, excluding risks selected by less than 25% of respondents.

Top Emerging Risks Timeline


By Risk Score¹

Rank	3Q23	4Q23	1Q24	2Q24
1.	Third-Party Viability	Mass Generative AI Availability	AI-Enhanced Malicious Attacks	AI-Enhanced Malicious Attacks
2.	Mass Generative AI Availability	Escalating Political Polarization	AI-Assisted Misinformation	Soft Ransomware Targets
3.	Evolving Sociopolitical Expectations	Cloud Concentration Risk	Escalating Political Polarization	Escalating Political Polarization
4.	Cloud Concentration Risk	Overzealous Cost Cutting	Globally Consequential Elections	Misaligned Organizational Talent Profile
5.	Personal Data Regulatory Fragmentation	Market Effects from Higher Borrowing Costs	Misaligned Organizational Talent Profile	AI-Assisted Misinformation

Source: 2Q24, 1Q24, 4Q23, 3Q23 Gartner Emerging Risk Surveys
¹Risk Score = Cube Root (Impact x Inverse Time Frame x Frequency Selected as a Top 10 Emerging Risk Rescaled)

Actionable, objective insight


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